

Austria	800	Indonesia	Rp2000	Pakistan	Rs25
Bahrain	CBD 1000	Iraq	\$1000	Philippines	Peso
Belgium	BEF 500	Jordan	L2000	Portugal	Escudo
Bulgaria	LEV 500	Korea	L2500	Qatar	Riyal
Canada	CDN 1000	Latvia	L2500	Pakistani	Rs25
Chile	CLP 1000	Lithuania	L2500	Palestine	Sheqel
Denmark	DKK 1000	Malta	L2500	Peru	Sol
Egypt	EGP 2000	Morocco	L2500	Philippines	Peso
Finland	FIM 1000	Niger	L2500	Pakistan	Rs25
France	FRF 1000	Nigeria	L2500	Portugal	Escudo
Greece	DRX 1000	Poland	L2500	Qatar	Riyal
Hungary	HUF 1000	Portugal	L2500	Palestine	Sheqel
Iceland	ISK 1000	Qatar	L2500	Peru	Sol
India	INR 1000	Russia	L2500	Philippines	Peso
Iran	IRR 1000	Russia	L2500	Pakistan	Rs25
Iraq	Iqd 1000	Russia	L2500	Portugal	Escudo
Ireland	IEP 1000	Russia	L2500	Qatar	Riyal
Italy	ITL 1000	Russia	L2500	Palestine	Sheqel
Japan	Yen 1000	Russia	L2500	Peru	Sol
Lebanon	LTL 1000	Russia	L2500	Philippines	Peso
Lithuania	LtL 1000	Russia	L2500	Pakistan	Rs25
Malta	MTL 1000	Russia	L2500	Portugal	Escudo
Monaco	MCU 1000	Russia	L2500	Qatar	Riyal
Nicaragua	NIO 1000	Russia	L2500	Palestine	Sheqel
Nigeria	NGN 1000	Russia	L2500	Peru	Sol
Norway	NOK 1000	Russia	L2500	Philippines	Peso
Poland	PLN 1000	Russia	L2500	Pakistan	Rs25
Portugal	EUR 1000	Russia	L2500	Portugal	Escudo
Russia	RUB 1000	Russia	L2500	Qatar	Riyal
Sweden	SEK 1000	Russia	L2500	Palestine	Sheqel
Turkey	TRL 1000	Russia	L2500	Peru	Sol
UAE	Dirham 1000	Russia	L2500	Philippines	Peso
Ukraine	UAH 1000	Russia	L2500	Pakistan	Rs25
Yugoslavia	YUO 1000	Russia	L2500	Portugal	Escudo

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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES



Monday December 30 1991

ALGERIA

Liberals fear rise of fundamentalists

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World News

Business Summary

Croats claim missiles used in attacks on Zagreb

Unconfirmed Croatian reports claimed the Yugoslav army had used surface-to-surface missiles in attacks on the suburbs of Zagreb. It would be the first use of such weapons in the six-month Yugoslav conflict. Karlovac, in Croatia, was under Yugoslav army attack for the seventh day. Page 2; Many shades of grey, page 10

ANC may give guarantees
African National Congress leader Nelson Mandela will consider guarantees while seats in parliament for a limited period to allay white fears about black majority rule in South Africa, a Johannesburg newspaper reported. Page 3

Moi suffers blow
Kenyan president Daniel arap Moi's election prospects suffered a further blow as two more ministers resign. Five have now quit since a ban on opposition to the ruling Kenyatta party was lifted earlier this month. Page 3

Salvador talks boost
President Alfredo Cristiani of El Salvador met UN secretary-general Javier Perez de Cuellar in what was seen as a boost for talks aimed at ending his country's 12-year civil war. Page 2

Beijing to join treaty
China's parliament agreed the country should join the Nuclear Non-Proliferation Treaty, the New China news agency said. Beijing will be the last big nuclear power to become a signatory.

Swiss accuse Iran
A diplomatic row between Switzerland and Iran deepened after Switzerland said airport guards had confiscated the passport of one of its Tehran embassy staff and kept her off a flight home.

White House protest
Thirteen demonstrators protesting against US foreign policy were arrested at the White House after incidents in which some scaled the fence and others threw blood at a gate.

Ulster violence grows
Northern Ireland had its bloodiest year for 15 years in 1991. Republicans and Protestant gunmen killed 75 civilians in a bitter sectarian "tit-for-tat" war, police said.

Eight die in crush
At least eight people were killed and 28 injured when spectators fighting to get into a celebrity basketball game in Harlem, New York, on Saturday were crushed.

Lead production to half
Bulgaria will suspend production at its biggest lead plant at Plovdiv for several months because of severe pollution of the country's best farmland.

Prisoners repatriated
Twelve Spaniards convicted of drug offences in Thailand arrived in Spain to complete their jail terms under a new repatriation agreement.

Gang-rape ruling
A Pakistani judge cleared President Ghulam Ishaq Khan's son-in-law of blame in the alleged gang-rape of a friend of opposition leader Benazir Bhutto, but he accused official investigators of negligence. Page 3

Greece rejects protest
Greece strongly rejected charges by Albania that it was violating human rights by expelling thousands of Albanian refugees.

King Juan Carlos hurt
King Juan Carlos of Spain cut short his annual skiing holiday and returned to Madrid for a medical examination after injuring his knee on the slopes of the Pyrenees.

CONTENTS

THE MONDAY INTERVIEW



Carlos Soñé Menem is fizzing with energy and enthusiasm these days, and no wonder. For Argentina, the country of which he has been president for the last two and a half years, has proved the world's most unexpected success story of 1991. Page 28

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FORTHCOMING FT SURVEYS

EUROPEAN TOP 500

Top companies by market capitalisation and turnover

- JANUARY 8:
- Kenya: Tough economic and political challenges ahead.
- JANUARY 13:
- FT Top 500: The leading European and UK companies.
- JANUARY 21:
- Egypt: Reaping the benefits of a pro-Western stance.
- JANUARY 22:
- FT Traveller Hong Kong: The complete guide to one of the world's most fascinating cities.
- JANUARY 23:
- Croatia: Seeking to encourage a wider spread of wealth.
- JANUARY 24:
- Personal Finance Quarterly Review: A pre-election look at 1992 prospects for investors.



President Zviad Gamsakhurdia flanked by a guard in the parliament building yesterday

Russia, Ukraine and Belorussia unlikely to agree about financial structures

Minsk economic summit threatens to split republics

By John Lloyd in Moscow

LEADERS of the new Commonwealth of Independent States face sharp disagreements when they meet in the Belarusian capital of Minsk today to try to forge their organisation into a coherent body.

The meeting — likely to focus on economic and financial reform — comes as President Boris Yeltsin warned Russians of hard times accompanying market reforms and price rises.

Mr Yeltsin yesterday also tried to allay other former Soviet republics' suspicions of Russian domination by saying the new Commonwealth would not be bound together by chains.

In spite of his latest gesture, Mr Yeltsin and the leaders of Ukraine and Belarus are unlikely to be able to agree in Minsk about economic and financial structures to protect them from disastrous disruptions to trade and production.

Only three weeks after they initiated the commonwealth, they have already adopted economic measures that will harm, rather than support, each other's economies.

One of the crucial decisions to be made at Minsk by these three republics and the eight others that have since joined the commonwealth is the formation of a banking union to replace the now abolished USSR State Bank (Gosbank).

There is deep division between Russia, which now

controls the former Soviet Union's central financial structures, and Ukraine on the form of such a banking union.

Russia is pushing for a "weighted" vote on the banking union board to reflect its dominant economy. Ukraine, with other states supporting it, wants a "one republic one vote" system.

The issue is critical because Russia's control of credit and the printing of money means it can starve other republics of funds. These funds will be needed not only for enterprises but also to back up higher prices and wages once Russia and some other republics liberalise prices on Thursday.

To get round this problem, Ukraine and Belarus are printing coupons as a partial substitute for roubles in their citizens' pay packets. Ukraine decided last week to introduce coupons for 40 to 50 per cent of salary in January, rising to 100 per cent soon.

It is not clear whether Ukraine will liberalise its prices in line with Russia's

from

Thursday,

seek to postpone the measure at today's meeting or try to defer it if postponement is denied.

These moves destroy the tentative agreement by republics to keep the ruble as the common medium of exchange between member states.

The problem is heightened

for the Ukraine by the International Monetary Fund view that it will be impossible for Ukraine to introduce its own currency next year as planned.

The IMF has advised Ukraine

that such a move would take

between two and three years.

But if nationalism prevails

today, the chances will be slim

of avoiding a widespread severing

of the links binding the former Soviet enterprises and a collapse of mutual trade.

Mr Victor Gerashchenko,

the former Gosbank chairman,

who is now handing over his

responsibility to the Russian

State Bank, yesterday painted

a bleak picture of financial col-

lapse if no effective union is created.

Military commanders of com-

munity states have signed

an agreement on defence pol-

icy and a provisional agree-

ment on a co-ordinating Com-

munity Defence Council.

Ukraine, Azerbaijan and

Moldova, however, are still

going ahead with forming their

own military forces.

Turkmenia also plans to bring

Soviet units stationed in the

republic under its control.

transferred to the parliament appeared to be unfounded.

Rebel national guards have been bombarding the parliament for more than a week in an attempt to oust Mr Gamsakhurdia, whom they accuse of being a dictator. Health ministry officials in Tbilisi said on Saturday that at least 51 people had been killed, with 268 wounded. The Interfax agency put the death toll at 70.

The fighting and subsequent fires have seriously damaged the parliament and several other buildings on the capital's main street, Rustaveli Avenue.

Fighting flares again to end Tbilisi ceasefire

By Neil Buckley in Moscow

RENEWED violence flared yesterday in Tbilisi, the Georgian capital, as President Zviad Gamsakhurdia refused demands for his resignation from opposition forces and some of his former supporters.

The fighting broke a ceasefire between rebel forces and those loyal to the president of the former Soviet republic that had been partially observed since Saturday evening.

Moscow radio said armed opposition units had occupied part of the parliament and government complex where President Gamsakhurdia and his supporters were sheltering. Mr Gamsakhurdia's grip on power appeared to be slipping as some previously loyal political figures and troops joined the opposition in calling for his resignation.

Their joint statement, issued after a Saturday night meeting, said Mr Gamsakhurdia should hand over his powers to Mr Akaki Asatiani, president of Georgia's parliament, in return for safe passage out of the republic.

"The armed opposition considers it its duty to declare that President Gamsakhurdia, who has been unable to preserve national agreement, peace and defence of human rights in Georgia, must submit his resignation," the statement said. Signatories to the statement included Mr Besik Kutateladze, the deputy defence minister and a former supporter of Mr Gamsakhurdia.

Mr Kutateladze said the 400 men under his command would not take part in any civil war. "I support the resignation of Gamsakhurdia," he told reporters. "He has no moral right to be president. But I do not think he will resign... It is quite possible there will be a prolonged war."

INTERNATIONAL NEWS

Pessimism and caution mark economic forecasts

German industry greets new year in grim mood

By Quentin Peel in Bonn

GERMAN finance and industry is approaching the new year in a mood of gathering gloom, fuelled by the prospects of sharply slower economic growth, higher inflation and interest rates, and a bitter round of wage bargaining with trade unions.

Forecasts for the coming year are overwhelmingly cautious or openly pessimistic, in spite of signs that the east German economy has hit bottom and begun to recover.

Hopes for export-led growth to counter the sudden slowdown in domestic demand – artificially stimulated for the past two years by the German unification process – are being treated with scepticism.

Interviews with leading businessmen and industrialists published yesterday in *Welt am Sonntag*, the conservative Sunday newspaper, showed a common concern at the danger of recession overtaking the German economy, and an underlying fear that the country has lost its appeal to foreign investors.

Mr Karlheinz Kaske, chief executive of Siemens, the electronics group, said that in spite of strong production growth in 1991 due to demand from east Germany, "the economic outlook for the electronics industry in 1992 must be cautiously assessed as long as the expected international economic recovery remains hesitant."

"The danger exists that domestic demand will begin to crumble away before there is any stimulation in exports," he added. "Much depends on the coming wage round."

The generally gloomy prognoses follow a survey of industrial confidence by the research arm of the German federation of industry, which concluded that the mood in business is at its worst for many years. Thirty of 39 sectors reported declining confidence, with eight reporting no change and only one – wholesale trade – continuing to take a relatively optimistic view of the coming year, according to the Institute for the German Economy.

Mr Wolfgang Röller, chief executive of Dresden Bank, published a commentary on Sunday – entitled: is a recession still avoidable? – in which he sharply criticises the Bundesbank's decision to raise interest rates by a half point before Christmas.

"In Germany, a change in mood for the worse is to be feared," he said. "In the third quarter of 1991 a period of economic weakness has begun which is still being underestimated." In spite of this, the central bank had raised its discount rate for the eighth time, and the Lombard rate for the ninth time since 1988. "This behaviour cannot easily be explained."

In his forecast, Mr Helmut Schlesinger, president of the Bundesbank, made it clear the reason was an overriding fear of excessive wage demands and accelerating inflation, outweighing even his fears of recession. He described the slowdown in the economy as "normalisation," insisting it would be for the long-term good. "Germany is only growing together faintly," he said. "This process will be speeded up rather through policies of stability, than through wild spending."

Insurance expansion waning

By Richard Lapper

ENTHUSIASM among the world's insurance companies to expand internationally is waning after heavy losses and other difficulties, a report by Price Waterhouse, the accountancy and management consultancy group, suggests.

The report was prepared on behalf of the Insurance, Accounting & Systems Association, a US-based organisation of insurance professionals. One of its authors, Mr Stephen Coombes, says "globalisation" may have gone into "reverse".

Mr Coombes suggests insurers have been persuaded to invest overseas for various reasons, including the need to follow industrial clients' expansion abroad, and the limited opportunities of domestic markets. This latter is one reason why Swiss and Dutch companies have led much overseas expansion. But a strong impetus has been the EC's market liberalisation programme.

In the late 1980s many European insurers, especially in the commercial lines business, set up operations in other European markets and, with the 1992 deadline nearing, invested heavily while opportunities were seen to open.

A number of French and other European companies developed a strategic approach based on attaining "critical mass": the idea that only those companies with significant shares of all key markets would be able to exercise the economies of scale necessary to compete internationally, with ultimately, room for only a dozen global players.

Reviewing the evidence to date, Price Waterhouse finds this theory wanting. Losses suffered in overseas expansion by a number of companies, from Allianz of Germany to General Accident of the UK, have made companies chary.

The price of expanding overseas has been seen as prohibitive, especially for US and UK companies under pressure to generate short-term profitability. Some companies have found profitable niches in their own home markets and see no reason to expand. Others have found obtaining trained overseas personnel a bigger problem than expected.

Japanese and US insurers have been affected only marginally by the 1992 process. "Vague threats about Europe becoming a closed market after 1992 seem unlikely to be realised," the report says.

Italian parties clinch budget deal

By Robert Graham in Rome

ITALY'S 1992 budget was finally approved over the weekend after nearly three months of hard political bargaining, thus avoiding a temporary budgetary regime which would automatically have come into force on January 1.

It is only the ninth time in 43 years that the budget has been approved within the statutory period and it needed a special senate session, called despite the Christmas recess. To achieve agreement, the four-party Christian Democratic coalition government had to omit controversial legislation speeding privatisation.

This legislation, to be debated early in the new year, is essential for the 1992 budget calculations. Income from privatisation is projected to account for a quarter of the complex package of new reforms and spending cuts intended to hold the public sector deficit down to L128,000bn (\$167bn), equivalent to 10.5 per cent of GDP.

On the fiscal side, the main feature of the 1992 budget is a large tax amnesty, whereby unpaid taxes dating back to 1986 need only be paid at 15-20 per cent of the original demand. This controversial pardon, the second large one in under 10 years, has been compensated for by a loosening of the previously protective laws on bank secrecy. Meanwhile, income taxes will be raised 1 per cent for all those earning over £14m a year.

The political parties, aware that elections could come as early as the spring, have been split over plans to allow state companies to have some of their assets and whether or not to permit majority stakes to be held in private hands. President Francesco Cossiga over the weekend threatened to invoke his authority to refuse to endorse the budget unless the full privatisation plans were approved.

Even without the threat of his veto, serious doubts remain over the government's capacity to introduce privatisation rapidly. The 1991 budget envisaged receipts of £6,000bn from privatisation, but so far, less than half has materialised, largely due to slow progress in selling off two state banks.

Parretti faces tax charges

MR Giancarlo Parretti, the Italian financier who graduated from hotel waiter to win brief control of MGM, the Hollywood film studio, is due to appear in a Sicilian court today facing a string of counts of alleged tax fraud and illegal money transfers, writes Robert Gorham.

Mr Parretti was arrested on Friday at Rome's Fiumicino airport, where he was about to board a privately chartered jet bound for Tunis. He has been held in custody near Syracuse in Sicily.

According to the Guardia di Finanza, Italy's financial police, 13 companies controlled by Mr Parretti in Italy are under investigation for alleged unpaid taxes of £130.5m (£159.8m), for valued added tax evasion of £50.1m and illegal transfers abroad of £29.3m over the past five years.

This is the fourth time Mr Parretti has been held in an Italian jail.

The first dates back to 1981 when he was detained for 26 days over accusations relating to the posts of a local Sicilian football club which he was running.

Mr Parretti faces tax charges

France and Iran end contracts row

By Ian Davidson in Paris

THE long-running billion-dollar financial dispute between France and Iran over nuclear power development contracts has formally ended, with an agreement due to be signed by senior officials in Tehran yesterday.

But the settlement has failed to bring about the complete political reconciliation for which the two countries had been hoping, largely because it has been overshadowed by the murder in France last summer of Mr Shahpour Bakhtiar, former Iranian prime minister, allegedly at the hands of Iranian assassins.

After the financial settlement – terms of which are confidential – the warning of political relations was due to have been symbolised by an official visit to Iran by France's President François Mitterrand.

But since October, when a French investigating magistrate issued an international

warrant for the arrest of an Iranian official for complicity in the murder of Mr Bakhtiar, prospects for the visit have receded.

The Bakhtiar case has acquired added urgency, as the French authorities have demanded the extradition from Switzerland of an Iranian arrested in Berne last Monday on suspicion of complicity in the murder.

The financial dispute arose from the loan of \$1bn by Iran

in 1974 for atomic energy development by the French Atomic Energy Commission (CEA) and Eurodif, the uranium enrichment company. The loan was designed for advance financing of nuclear power plant contracts in Iran, contracts which were broken by the new revolutionary regime after the overthrow of the Shah in 1979.

In the settlement France is reliably reported to have agreed to repay \$1bn in capital and interest.

The French nuclear power construction companies Framatome, Alsthom and Spie-Batignolles are reported to have agreed a parallel settlement to their counter-claims against the Iranian state for broken contracts. The size of this settlement, too, remains confidential.

An Iranian demand to be permitted to buy enriched nuclear fuel from Eurodif remains a contentious issue, unresolved by yesterday's settlement.

Iran's government bases its demand on the fact that it has a 10 per cent shareholding in Eurodif. But the French government has blocked the demand, on the grounds that this would infringe the nuclear Non-Proliferation Treaty (NPT), with the clear implication that Iran's only use for enriched nuclear weapons would be the manufacture of nuclear weapons.

We still see – even at this late date, even with their economy in a state of utter collapse, with the political structure having been totally changed dramatically just in the last few weeks – we still see on-going efforts inside the former Soviet Union to produce more nuclear weapons, to deploy new ballistic missiles targeted against the US, he said in an interview with Cable News Network.

Mr Cheney said, however, he was "reasonably confident" the nuclear arsenal remained under central control.

His warning comes as the administration puts the finishing touches to its 1992-93 budget proposals, and as pressure mounts from both Democrats and some Republicans for money to be shifted from defence to domestic spending.

Overall, discretionary defence spending is capped at \$295bn next year under budget rules worked out in 1990, but administration officials have floated the possibility of cutting a further \$50bn over the next five years.

Quentin Peel adds from Rome: The German government has expressed its concern about the prospects for control of both short-range nuclear and chemical weapons in the former Soviet republics.

Both Mr Gerhard Stoltenberg, defence minister, and Mr Hans-Dietrich Genscher, foreign minister, voiced their fears in weekend interviews, focused above all on tactical nuclear weapons and on the export of nuclear weapons technology.

In a radio interview, Mr Genscher said the west should immediately propose the destruction of all nuclear artillery and short-range nuclear missiles, "which are the most difficult to control".

Earlier, he called for the rapid inclusion of all the ex-Soviet republics within the Conference on Security and Co-operation in Europe structures, in order to ensure the building of a "common security space" in Europe.

Mr Stoltenberg said in an interview with a Sunday newspaper that today's negotiations between the republican leaders in Minsk had to provide urgent clarification above all on control of tactical nuclear arms.

He also expressed concern about Soviet nuclear expertise being put at the disposal of would-be nuclear powers outside the present nuclear club.

UN talks lift El Salvador peace hopes

PRESIDENT Alfredo Cristiani of El Salvador yesterday met Mr Javier Pérez de Cuellar, UN secretary-general, to discuss UN-mediated talks aimed at ending his country's 12-year civil war, AP reports from New York.

Mr Cristiani's presence

raised hopes the talks could conclude quickly, with a permanent ceasefire agreed.

The president arrived in

New York at the request of Mr Pérez de Cuellar and rebels of the Farabundo Martí National Liberation Front (FMLN).

Before leaving for New York, Mr Cristiani said the UN chief had told him he had received

certain confidential promises

from the FMLN that

"we will never compromise

on the only contentious

issue that is still in dispute.

He was assured that so many

will be held by white

and black majority rule

in Central America, a Johannesburg newspaper reported yesterday.

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Shamir to step up building on occupied lands

By Hugh Carnegy in Jerusalem

MOST NEW Israeli government house building planned for next year is to be shifted to Jewish settlements in the occupied West Bank and Gaza Strip. This, says a senior government official, has been agreed to buy off threats to the 1992 budget by extreme right-wing coalition parties.

The decision flies in the face of repeated demands by the US, the Palestinians and Arab states that Israel halt settlement activity which they say is an obstacle to current Middle East peace talks. It is also likely to complicate further Israel's request for \$10bn in US loan guarantees to help finance mass Jewish immigration from the former Soviet Union.

Two right-wing factions, Tzahal and Molechet, won agreement last week from Mr Yitzhak Shamir, the finance minister, to spend more than originally budgeted on settlements, including a promise to build an extra 5,000 houses. The official told local reporters yesterday that in order to avoid incurring extra expenditure, the 5,000 would be taken out of the total planned new housing starts for the whole country of 7,500.

An additional 12,500 housing starts will take place in 1992, mostly in Israel proper, but

these are overruns from 1991. The deal with Tzahal and Molechet was part of a dizzying array of budget demands, ranging from a proposal to drop the price of state-subsidised mortgages to calls for greater provision for the building of religious ritual baths, made by right-wing and religious coalition factions ahead of Tuesday night's deadline for getting the 1992 budget through the Knesset.

Mr Yitzhak Shamir, the prime minister, wasted little time fighting the right-wing parties, with whom he largely agrees. But frustration over other demands, particularly from ultra-orthodox religious parties, led to suggestions that he had resigned because of "mismanagement" of the economy and what they alleged was a cover-up of the murder last year of Mr Robert Ouko, then foreign minister.

Mr John Gachui, a deputy agriculture minister, quit on Saturday. Mr Mwai Kibaki, health minister and former vice-president, and Mr George Karithi, a deputy minister, also resigned earlier last week.

The resignations followed President Moi's dismissal of Mr Peter Aloo Aringo, manpower minister and Kanu chairman, who had called for reforms in the party.

Two more ministers resign in Kenya

PRESIDENT Daniel arap Moi's election prospects suffered a further blow yesterday as two more ministers resigned. Five have now quit since the ban on opposition to the ruling Kanu party was lifted earlier this month, writes Our Foreign Staff.

Mr George Muholi, minister for research, science and technology and a son-in-law of the late President Jomo Kenyatta, and Mr James Njenga Karuri, a deputy minister, said they had resigned because of "mismanagement" of the economy and what they alleged was a cover-up of the murder last year of Mr Robert Ouko, then foreign minister.

Mr John Gachui, a deputy agriculture minister, quit on Saturday. Mr Mwai Kibaki, health minister and former vice-president, and Mr George Karithi, a deputy minister, also resigned earlier last week.

The resignations followed President Moi's dismissal of Mr Peter Aloo Aringo, manpower minister and Kanu chairman, who had called for reforms in the party.

Anger over Indian grain price rises

The minority Indian government of Mr P V Narasimha Rao was sharply attacked by its political opponents yesterday for raising the prices of food grains released through the public distribution system, K K Sharma reports from New Delhi.

Wheat and rice prices were increased by 20-30 per cent at the weekend in an attempt to check the growing budget deficit. The government is committed to reducing the fiscal deficit this year to 6.5 per cent of gross domestic product and to 5 per cent next year as part of its commitment to the International Monetary Fund which has given India a \$2.2bn standby credit.

Despite efforts to reduce government expenditure and increase tax revenues, the target of reducing the fiscal deficit is fast receding.

Pakistan rape case defendant cleared

A Pakistani judge yesterday cleared President Ghulam Ishaq Khan's son-in-law of blame in the alleged gang-rape of a friend of opposition leader Benazir Bhutto, Reuters reports from Karachi.

An inquiry report by Judge Abdul Rahim Kazvi of the Sind province high court also ruled out any political motive in last month's alleged assault, which sparked widespread protests by opposition and human rights groups. But the report blamed official investigation agencies for "culpable omissions and negligence".

Though he has never explicitly said so, Mr Keating is assumed to subscribe to the

seven and 10 years. When this period ended last year, the white bloc was abolished.

Elaborating on his reply, Mr Mandela said: "I wouldn't necessarily be against that as an individual. Whether the organisation [ANC] would accept it I don't know, but that is the type of compromise one could think of to allay the fears of minorities."

He added: "The correct strategy might well not be to write it into the constitution but to have a separate agreement. But that agreement would have to be in writing for a limited period of time."

President F W de Klerk, however, has already ruled out the "Rhodesia option", arguing that there is no comparison with South Africa, and stressing that any constitutional settlement must be based on a permanent and significant political role for the governing National Party.

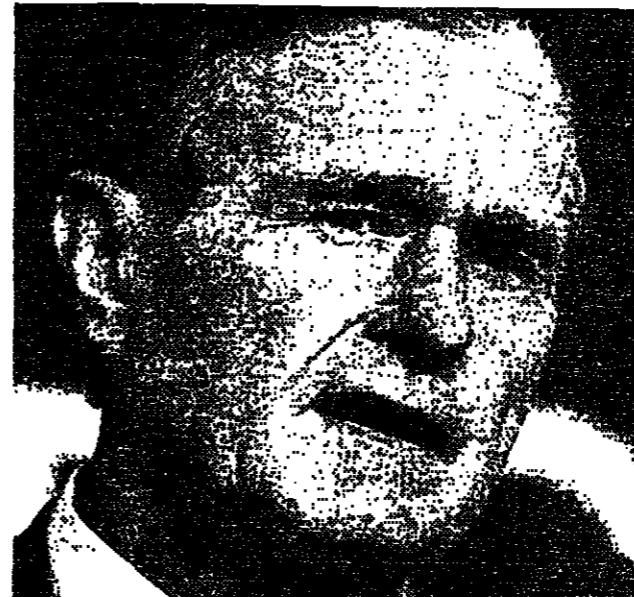
The ANC leader reiterated his misgivings about a proposal by President de Klerk that a new constitution be drafted by a multiracial parliament, including blacks for the first time.

Though he has never explicitly said so, Mr Keating is assumed to subscribe to the

INTERNATIONAL NEWS

Bush bangs the trade drum

George Graham previews the president's belated trip across the Pacific



George Bush: trip transformed into trade mission

PRESIDENT George Bush cancelled his long-planned visit to the Far East in November in a moment of panic after his hand-picked candidate had lost heavily in a Senate election in Pennsylvania. The trip had to be hastily rescheduled to placate his irritated hosts, but his departure today for a 12-day tour of Australia, Singapore, South Korea and Japan has now taken on a very different hue.

Initially framed as an opportunity to reassess the US's long-term commitment to the Pacific region, despite its reduced military presence, the visit has been transformed into a trade mission.

Surprised by polls showing that most US voters believe President Bush pays too much attention to foreign policy and not enough to the domestic economy, the White House has sought in recent weeks to paint all the president's foreign travels as job-creation schemes.

Mr Bush himself never tires of repeating his favourite new equation: film of new manufactured exports equals 20,000 new jobs. But this has never been more belaboured than in the case of next week's trip to Japan.

For the first time, an American president will take with him on a state visit a retinue of corporate leaders – including the heads of the big three US carmakers and car parts, pulp and paper products, glass for the construction industry, and machine tools.

In this last sector Mr Bush signalled on Friday that his domestic political worries have not turned him into an out-and-out protectionist. He announced a two-year phasing

in of curbs on machine tools

imported from Japan and Taiwan.

The political danger for Mr Bush is that he is unlikely to obtain enough immediate concessions from the Japanese to wave as a trophy on his return.

This danger is aggravated by his retinue of businessmen,

many of whom, such as Chrysler's Mr Lee Iacocca, are more interested in building impediments to Japanese exports than in access to Japanese markets.

Although Japanese officials have said they are considering measures to reduce their country's car exports to the US – the motor sector accounts for three-quarters of the US

consensus that Australia has too small a population and is too near potential sources of Asian instability to risk alienating the US.

Nevertheless, Mr Keating will seek assurances on three difficult trade issues:

• An end to the US export enhancement programme, which subsidises the disposal of world markets of excess US grain production. Australia's government agrees the programme is intended to defend US farmers from the effects of subsidised exports by the European Community, but believes US leaders do not appreciate the harm being done to Australia's subsidised grain industry in third markets.

• Greater access to the US market. Many Australian agricultural products are subject to import restrictions which come into force when US domestic production exceeds a pre-arranged trigger point. The effect is to protect the prices received by US farmers, while reducing the incomes of Australian producers and raising prices paid by US consumers.

• Continued US support for the drive to achieve free trade in agricultural goods, which has been led by the 14-member Cairns Group of agricultural producing nations, chaired by Australia.

trade deficit with Japan – their US counterparts are wary of predicting success on this front.

Japan's shipments to the US have declined over the past four years, while imports of 2.5m cars a year, worth between \$3.5bn and \$4.5bn, have displaced imports.

Mr Bush, who remains a free trader by instinct, is unlikely to be able on his Asian tour to outbid either the Democrat in Congress, who last week announced plans for legislation to curb imports of Japanese cars if the US trade deficit with Japan does not narrow, or his travelling companions such as Mr Iacocca.

Trade frictions with Japan have largely eclipsed the political and security concerns that were originally to be at the centre of President Bush's conversations, and will largely overshadow the Australian, Singaporean and South Korean leg of his tour. US officials say these aspects of the tour will still be important.

Sold one administration official: "The US is and will remain a Pacific power and the president's trip is an effort to demonstrate that we believe that to be the case and that, contrary to what you may hear here and there, we are not leaving the region."

Nevertheless, the administration has come in for criticism for concentrating on the economic relationship with Japan and neglecting the shifting strategic relationship, just when the collapse of the Soviet Union has altered the balance of power in the Pacific and when Japan is debating its military role in the world.

Lebanon's economy bounces back

By Lara Marlowe in Beirut

THE PROSPECTS for Lebanon's economy are looking increasingly bright as the country completes its first peaceful year in 17 years.

Confidence in what was once among the Middle East's most thriving commercial centres has received a series of fillips in recent weeks, not least the liberation of all but two of the western hostages.

That alone is likely to encourage western bankers and businessmen to return to the country where local officials estimate that the total of racing civil war could be up to \$4.5bn over the next five years.

The first helping of aid for this purpose was approved by international donors at a World Bank conference in Paris earlier this month. Eleven countries, including several Gulf states, and 12 financial institutions pledged \$700m towards emergency rebuilding.

Although this fell short of Lebanese officials' hopes, the Paris meeting was the first concrete sign that Arab countries might fulfil a promise made in June 1990 to contribute a total of \$2bn towards rebuilding Lebanon.

Moreover, the beneficial effect of statements made in Paris by Mr Cao Koch-Weser, World Bank vice-president responsible for the Middle East, might prove as significant as the money promised. "The Lebanese economy, despite 16 years of war, is fundamentally healthy," he said. "Once confidence in Lebanon is restored, the prospects for investment are enormous."

Mr Koch-Weser stressed that the \$700m did not include expected assistance from the World Bank itself, which Lebanese officials hope will contribute up to \$1.5bn in credits over the next three years.

A World Bank fact-finding mission in the autumn estimated that the dividend of peace in Lebanon this year is a rise in output of some 30 per cent this year, largely from the lively private sector.

Of the world's investors in Lebanon's rehabilitation, Saudi Arabia has helped most. The kingdom has financed improvements in Beirut's roads and refuse collection, and bought Lebanese treasury bills.

In October, the Bank of Kuwait and the Arab Development Fund contributed a combined \$200m to restoring Lebanon's electricity network. The government says it needs at least \$210m for the project, which is behind schedule.

Italy has taken the lead among European countries, signing a \$150m aid and loan package at the end of November. The Italian government has also made available \$90m in past unused credits and is said to be considering a further \$150m in assistance.

Farming tops Australian agenda

M R BUSH will face some tough talking when he arrives in Sydney tomorrow for the Australian leg of his tour.

There are few historic tensions between the US and Australia, which has been committed to a North American defence alliance since 1942, when the wartime government turned to Washington for help against Japan. However, Canberra has had some strong words for the president about the impact of US trade policy on Australia's farmers, many of whom will make a loss this year because of recession and falling world prices.

Mr Bush will also face mass demonstrations by farmers seeking to force Canberra to link the trade issue with continued US use of advanced communications bases in Australia. Australian ministers have tried to prevent any linkage between defence and trade. However, Canberra is aware that anti-American feeling is likely to grow if Mr Bush leaves without offering something to the farmers.

The visit was planned as a reward to Mr Bob Hawke, the former Labor prime minister, who was one of the first allied leaders to commit troops to the US-led task force which fought the Gulf War. Mr Hawke was deposed 10 days ago by Mr Paul Keating, his former deputy, but the change will have little impact on the bilateral relationship. Mr Keating shares his predecessor's admiration of the US.

Though he has never explicitly said so, Mr Keating is assumed to subscribe to the

US president will face mass protests in Canberra, writes Kevin Brown

Both governments are considering final proposals put forward by Mr Arthur Dunkel, chairman of the General Agreement on Tariffs and Trade, for completing the Uruguay Round of trade negotiations. Australia will want to be sure that the US remains committed to the principle of free trade, even if it cannot be achieved in the current round.

In case these points are missed by Mr Bush, thousands of farmers and their families will rally in Canberra on Thursday, the same day as the US president meets Mr Hawke. Although the demonstrations are intended to be peaceful, emotions are running high, and there have been several outbreaks of violence since a deep recession took hold of rural Australia in the middle of last year.

In the worst incident, an unidentified "Farmers' Strikeforce" cut an isolated railway line near Geraldton in Western Australia, nearly derailing a goods train. Farmers have also blocked roads into Perth, and broken into the US satellite tracking station at Yarangua.

There is little chance Canberra will listen to the farmers, not least because the military bases are as important to Australia's ability to monitor regional developments as they are to the global US defence effort. Nevertheless, the continued friction between Washington and Canberra on agricultural trade issues does have the potential to sour an otherwise close relationship. That is an outcome which both governments will want to avoid.

INTERNATIONAL ECONOMIC INDICATORS: NATIONAL ACCOUNTS

INTERNATIONAL ECONOMIC INDICATORS: NATIONAL ACCOUNTS															
	Growth in real GDP (%)	Private Consum. as % of GDP (%)	Private Investment as % of GDP (%)	Total Invest. as % of GDP (%)	Govt. Consp. as % of GDP (%)	Net Exports as % of GDP (%)		Growth in real GDP (%)	Private Consum. as % of GDP (%)	Private Investment as % of GDP (%)	Total Invest. as % of GDP (%)	Govt. Consp. as % of GDP (%)	Net Exports as % of GDP (%)		
UNITED STATES	5.0	62.5	16.5	19.5	1.4	5.8	58.7	31.6	8.2	1.4	5.3	56.1	26.4	15.2	0.3
JAPAN	5.8	61.9	16.7	20.5	1.0	10.5	58.0	32.4	8.0	1.6	2.9	58.3	25.5	15.4	1.7
GERMANY	2.9	61.7	15.4	22.0	0.9	10.9	58.5	36.4	7.7	-0.0	-0.2	57.2	23.0	16.2	3.6
FRANCE	4.2	61.9	15.3	22.1	0.6	12.0	54.9	36.9	7.4	0.8	5.7	58.3	24.5	15.5	3.7
ITALY	2.4	62.0	15.1	21.5	0.5	12.1	53.7	37.7	7.3	1.3	7.6	53.3	26.2	15.6	2.9
UNITED KINGDOM	-0.3	63.0	14.7	21.5	0.8	10.1	52.4	38.1	7.4	1.0	4.9	54.8	27.6	15.7</	

UK NEWS

Institute of Directors survey

Rise in orders fails to dispel bleak outlook

By Peter Norman, Economics Correspondent

BRITAIN'S company directors are less optimistic about the outlook for the economy and their own companies despite improvements in their orders, profits and business volume during the past two months.

The latest bi-monthly survey of business opinion from the Institute of Directors found a sharp fall since October in the proportion of directors feeling more optimistic about the economy.

A telephone poll of a random sample of 300 directors taken in the first two weeks of this month showed that only 37 per cent were more optimistic about the UK economy than six months earlier compared with 52 per cent in October.

The proportion of directors who were less optimistic than at mid-summer increased to 30 per cent from 18 per cent in the IOD's previous poll.

Similarly, directors were less hopeful about their own companies' prospects with only 48 per cent saying that they were more optimistic compared with 56 per cent in October. The proportion of those who are less optimistic about their companies' prospects rose from 12 per cent in October to 18 per cent this month.

Business failures increase

By Peter Norman, Economics Correspondent

The number of business failures in Britain increased by 65 per cent this year to 47,771, with the rate of collapses quickening in the final quarter of 1991, Dun & Bradstreet, the business information group, said.

According to figures published today, 995 companies have gone out of business each week in the past three months compared with 900 a week earlier in the year.

The 47,771 total of failures is the highest level recorded by Dun & Bradstreet since it started to keep business failure

On the other hand, 64 per cent of directors said their companies were doing "very or fairly well" compared with 59 per cent in October, a development that the IOD attributed to increased profits, business volume and orders.

The number of directors reporting an increase in orders rose to 38 per cent in the latest survey from 34 per cent in October and 30 per cent in August while the proportion reporting a fall dropped to 33 per cent from 42 per cent and 42 per cent respectively.

Similarly, 37 per cent of directors reported profits up of six months ago compared with 33 per cent in October while the proportion reporting falling profits dropped to 36 per cent from 41 per cent.

The number of directors reporting rising business volume increased to 42 per cent in December from 37 per cent in October and 33 per cent in August.

For the first time this year, more directors (42 per cent) reported business volume up on six months ago than reported it down (36 per cent). However, investment has slowed while the outlook for jobs is bleak.

Nissan seeks to lift market share

By Kevin Done, Motor Industry Correspondent

NISSAN MOTOR, Japan's second largest car maker, launches a fresh assault on the UK new car market this week with the opening of a 150-strong nationwide dealer network.

It is seeking to gain 4 per cent of the UK new car market in 1992 with the long-term aim of more than doubling its share to around 16 per cent. It expects to have 250 dealers in operation by August 1992.

The opening of the network marks the climax to its bitter and protracted legal battle with Nissan UK, the privately-owned group which has been Nissan's British vehicle importer/distributor for the last 21 years.

Nissan announced a year ago that it would withdraw the franchise from NUK and Mr Octav Botnar, its embattled 78-year-old chairman, with effect

from the beginning of 1992. It has established a wholly-owned subsidiary Nissan Motor (GB) to replace NUK.

Nissan says its renewed attack on the British market is being supported by many of the leading UK publicly-quoted multi-franchise dealer groups, including Hartwell, Appleyard, Lex Service and the Inskiphe subsidiary Mann Egerton, several of which were joining the Nissan franchise for the first time.

Nissan's drastic move to develop a new dealer network signals one of the biggest upheavals seen in the British retail motor market.

It poses a serious long-term challenge to the leading UK car franchises - Ford, Vauxhall, the General Motors subsidiary, and Rover - which will soon face additional pressure from other Japanese car

makers, as Toyota and Honda also seek to expand their sales networks to prepare for the start up of their UK car assembly plants in late 1992.

Nissan's immediate task is to recoup ground lost this year through the conflict with its British distributor. Its share of the UK new car market has shrunk to less than 3 per cent in recent months from more than 6 per cent in 1988-89.

The new dealer network, which has been developed in less than 12 months, will open on Wednesday.

A fleet of more than 300 vehicle transporters will begin to move a stock of 10,000 new Nissan vehicles stored in north-east England to dealers, with 3,000 cars to be delivered in the first four days of January.

Nissan is planning a £20m advertising campaign in 1992 to restore confidence in the battered franchise, but Nissan customers still face confusion.

For several months it is expected that new Nissan cars and light commercial vehicles will be on offer at different prices and with different specifications through two rival dealer networks, one co-ordinated by Nissan itself and the other controlled by NUK.

NUK claims that it has a stock of about 17,500 cars and 2,500 light commercial vehicles to supply to its own dealer network during the early months of the year. Nissan Motor disputes the figure.

The Nissan upheaval is affecting the entire UK retail motor sector with around 200 dealerships now being forced to seek new franchises after losing Nissan. Mr Botnar had

developed a network of around 300 Nissan dealers at its peak.

BRITAIN IN BRIEF



Paul Griffiths, professor of virology at north London's Royal Free hospital said the drug had removed the automatic death sentence carried by HIV, the newspaper reported.

Teachers seek distress funds

Teachers aged between 40 and 50 have taken over from sick and elderly as the main applicants for charitable distress funds, a teacher's union has said. The recession, high interest rates, broken marriages and credit card debts are tipping hard-up teachers over the financial brink, according to the Assistant Masters' and Mistresses' Association. Applications to the 130,000-strong union's benevolent fund have doubled in the past three years. Three out of four seeking help are under 60 and the bulk are in their 40s and 50s.

Tax cuts may help health care

Tax breaks are needed to stimulate the growth of private long-term care insurance, says a report published today by the Adam Smith Institute, the economic think-tank. More favourable tax treatment of premiums and benefits would encourage people to buy long-term care insurance which covers the cost of nursing and residential care that may be needed in retirement, says the report which is edited by Dr Edmund Butler.

Accountability for accidents

Named company directors and managers should be made accountable for workplace accidents, the Institute of Employment Rights says in a report on improving safety at work published today. These directors and managers found guilty of causing harm to workers should face severe criminal penalties, says the study conducted by the union-backed legal think tank.

A "general audit" should also be introduced across industry which would analyse the common causes of accidents. Says the report: "Treating each individual disaster as an unfortunate accident tends to obscure these common features and allows managers to avoid shouldering the responsibility."

UK POLITICS

Opposition leaders greet New Year with calls for change

By Ivo Dawsey, Political Correspondent

BRITAIN'S two main opposition leaders were yesterday competing to offer their rival prescriptions for modernising the country in New Year's messages that both trumpeted the traditional rallying cry - "It is time for a change."

For Labour, Mr Neil Kinnock issued a detailed 10-page statement under the heading "A New Year, a New Government", placing heavy emphasis on his party's positive policies for industrial renewal and improved public services.

By contrast, Mr Paddy Ashdown, the Liberal Democrat leader, disparaged both the large parties for failing to set a new agenda. Once again claiming that the electoral system is the key to Britain's weakness, he said: "We will not change Britain just by changing the occupant of 10 Downing street. The 1992 election must also be about how Britain is governed."

Despite a shared determination to emphasise their own policies as positive alternatives to government inaction, neither could resist a series of swipes at Mr John Major's administration.

Mr Kinnock said that the

recession has "shriveled the economy and crushed confidence", while the government was paralysed by the electoral consequences of what was a self-inflicted slump.

Mr Ashdown claimed Labour was "timid, cautious and lacking in ambition" for Britain. "Labour has lost a philosophy but has yet to find a role," he concluded.



Neil Kinnock

Paddy Ashdown

Aids drug may reduce deaths

British doctors have discovered a drug which apparently reduces the death rate from Aids, a newspaper has reported. A three-year trial on 300 Aids patients in Britain, Germany and Australia has been halted to allow the control group access to the treatment as well, says a report in the Sunday Times. The drug is Acyclovir, until now prescribed for infections such as herpes and shingles. Used in a cocktail with AZT, the world's first licensed anti-Aids drug, it has apparently cut by half the death rate of patients being prescribed AZT alone. A co-ordinator of the British tests, Dr

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And in recent years we've expanded the off-the-shelf sales of these products into Europe.

It's a far cry from what started at the start of the century as a small builder's merchandising business, on the banks of the Thames in London.

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UK NEWS

Cook claims party bias on NHS boards

By Alan Pike, Social Affairs Correspondent

MR WILLIAM WALDEGRAVE, the health secretary, was accused by Labour yesterday of abusing his power of patronage and showing party-political bias in appointments to trust hospital boards.

Mr Robin Cook, Labour health spokesman, said that of 24 local councillors appointed by Mr Waldegrave to the boards of second-wave trusts coming into operation in April, 22 were Conservatives.

The information on councillors is from a Labour survey of the 102 hospitals and other services which will become self-governing trusts, run by their own directors and boards. Mr Cook said the survey results showed that business interests would dominate the boards, with business managers, lawyers, accountants and property developers representing two-thirds of all appointments.

He accused the government of creating a National Health Service run as a business.

He said: "Executives who have spent their whole working life taking commercial decisions are not going to change their style now that they own a hospital. These boards are supposed to represent local people - in fact the local chamber of commerce would be more representative of the local community than most of these new boards."

The "flagrant political bias of the appointments", said Mr Cook, showed that Mr Waldegrave did not want people who would represent local interests, but only those who would represent the Conservative interest.

At Hinchingbrooke hospital in the Huntingdon constituency of Mr John Major, prime minister, three of the five non-executive directors were serving Conservative councillors, one was a management consultant and the fifth an accountant who served with the Department of Trade and Industry deregulation unit.

Plan for golf centre at Castle Howard

CASTLE HOWARD, the stately home made famous when it became the backdrop for the television series *Brideshead Revisited*, could become an international golf centre.

Leading golfer Nick Faldo's sporting consultancy Bride Hall, together with the Howard family which owns the North Yorkshire home, want to build a 150-bedroom hotel with two international-standard golf courses on part of the estate.

A feasibility study has confirmed the project's viability but Ryedale district councillors have now to be convinced that a golf course on the Howardian Hills - designated an area of outstanding natural beauty - will not detract from the landscape.

Experts will prepare a full environmental assessment in the new year, looking at the likely impact of the 300-acre development.

Mr Simon Howard, managing director of the stately home, said that without the finance from the development, only basic upkeep would be possible in the future.

A recent sale of antiques from the attics of the stately home raised £1.87m for restoration work, but income from the multi-million pound golf and leisure complex would provide long-term financial support for repairs and maintenance.

Mr Howard said: "Great care has been taken to find a secluded location for the development which will involve no radical alteration to the landscape.

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APPOINTMENTS

Bateman's flourish

he has announced that he is moving on - this time to head the stars of the UK's direct motor insurance boom.

Bateman, 48, who has steered Top UK, the UK direct motor insurance subsidiary of Denmark's Topdanmark, since 1987, is one of a coterie of executives specialising in the management of insurance companies that market their products via the mass media and over the telephone.

In November, after Topdanmark announced its plans to merge Top UK with another UK direct motor subsidiary, Preferred, Bateman was given the job of spearheading the Danish company's drive into the UK market.

But less than a month later

The RAC is looking to increase the number of policies it brooks from current levels of about 200,000 a year - by stepping up its telesales activities.

Bateman, who worked with the Italian insurer, Ford, in Italy, as well as a range of companies in the UK earlier in his career, is looking forward to the new challenge.

Meanwhile Peter Hallett, who has been with Preferred for nine years, takes over the top job at the Camberley-based company.

Topdanmark expects to have

the company's 14 female

and 14 male

employees

in the UK by March

next year.

Topdanmark's

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is to have 200,000

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MANAGEMENT

Just-in-Time

No napping in the pyjama game

Michiyo Nakamoto reports on how new methods are replacing more traditional practices

In Derby, 14 female workers are busily producing satin pyjamas for Marks and Spencer. As they work, they have the production manager, chief mechanic and supervisor at their beck and call.

They are the pioneers of Just-in-Time (JIT) manufacturing at Stuart Broughton, the lingerie group within Courtaulds Textiles. The group started with one JIT system in June which was followed by a second, more complicated scheme five months later.

The company expects to have the entire factory, which employs about 150 people, using JIT manufacturing by the end of next March and to introduce JIT at another three Stuart Broughton factories in the UK by the end of next year.

But senior management at Derby admit that introducing an entirely new production method into an industry used to very traditional work practices was no easy task.

The textiles industry has traditionally used a mostly female workforce on piecework, which tends to foster independence.

"They would do their work but wouldn't dream of helping someone else," says Vera Ward, deputy chief

"IF WE were ever to have a dispute, Ford would be shut down in a couple of days and Rover a day after that. That's the legacy of Just-in-Time (JIT) manufacturing," said the head of a medium-sized Midlands component supplier recently.

The executive was articulating a fear that has stuck in the back of many managers' minds over the past five years: as JIT - the elimination, or near-elimination, of stock and work-in-progress at all stages of the manufacturing process - has been introduced into British industry.

JIT, they say, requires a quiet industrial relations scene to function smoothly, as manufacturers are more vulnerable in the event of a stoppage - because of an industrial dispute, a machine breakdown or problem at a supplier.

The recent strike at one of Renault's main component plants in France illustrates the dangers. Nevertheless, the evidence suggests that worries about a resurgence of indus-

trial relations problems - in the wake perhaps, of a Labour election victory next year - are not a big concern for UK manufacturers that have introduced JIT.

That is despite the fact that many British companies have cut their stocks to the bone and encouraged their suppliers - and their suppliers' suppliers - to do the same. Nor is there any sign that companies are modifying their JIT programmes significantly to anticipate possible labour troubles.

"You can't build a contingency into JIT to allow for industrial action, as you then lose or weaken the whole point of the programme," a manufacturing chief in the British motor industry says.

Don Ralston of manufacturer

executive, "It's a dog-eat-dog system, based on self-interest."

JIT, on the other hand, depends on teamwork and the smooth flow of work from one employee to the next.

The workers involved in the JIT system at Stuart Broughton have a maximum of two batches of garments to work on at a time. This means that there is only half a week's worth of work-in-progress compared with three-and-a-half weeks in the traditional system.

Each individual JIT worker also only works on three garments at a time.

By restricting the work load of the group and of each individual, work is not allowed to build up at any one point in the process.

This is in sharp contrast to the traditional system, in which work progresses at the individual worker's rate at each stage of the process, creating frequent bottlenecks.

If one worker on the JIT system falls badly behind, the whole team could be out of work very quickly.

Hence it is in the interests of each worker to ensure that all group problems, and not just their own, are dealt with promptly.

"They've started to do a lot more for themselves," says Linda Clark,

production manager.

Signs of the change of culture at Stuart Broughton are also evident in an electronic scoreboard showing the day's production target and the level achieved. Green plastic signs reminding workers that "It pays to get it right first time," provide an additional impetus.

Doug Seymour, chief executive,

Management found to their surprise that 'the girls don't hang up their brains on the coat rack when they come in here'

and his team suspect that JIT has not worked for some of their competitors and he identifies a number of steps taken before the introduction of JIT at Stuart Broughton which were crucial to its success.

Training of staff in teamwork was particularly important. If JIT was to work, workers who had been used to working alone would have to be trained to help each other.

Senior managers recognised, however, that if they were going to ask

their staff to change, they would have to be capable of change themselves, says Ward.

To achieve this, 11 senior managers were sent on a six-day course.

"It was the education that we have gone through ourselves that was critical in changing our views about how to do things," says Seymour.

Equally important was the introduction more than three years ago of Total Quality Management, a method of managing quality throughout the production process.

Tony Knivton was recruited as quality executive to introduce TQM. As part of that exercise, a customer-supplier relationship - in which divisions assessed each other's performance - was introduced. Costs were reduced substantially - by £500,000 in the first year.

These changes went hand-in-hand with the switch from piecework to single status weekly pay, something the workers had wanted. A single canteen was introduced, workers were encouraged to voice their opinions and, according to Ward, management found to their surprise that "the girls don't hang up their brains on the coat rack when they come into work".

The introduction of a production support system which provides

information on everything from stocks to work-in-progress, down to the size, colour and length of a particular garment, was also crucial to JIT's success.

Stuart Broughton is currently working to bring its suppliers into partnership, since JIT depends on reliable delivery of stocks.

So far, the advantages of JIT have clearly outweighed any disadvantages.

Absenteeism, which is at about 11 per cent at Stuart Broughton overall, has been virtually non-existent at the Derby factory while a reject level of 125.5 per cent on the conventional system has been reduced almost to nil.

To foster the necessary changes in attitude needed to see JIT through, management has put together a slide presentation, called the "Mission" which is shown to each employee.

The guiding principles of the "Mission" say, among other things, that "Our mission is to continually improve the products and services needed to meet our customer's requirements" and "Employee involvement is our way of life".

"It can't be just a way of cutting costs," says Ward. "It has to be part of a corporate philosophy."



The message comes down from on high at the Derby factory

If a problem at a supplier can be predicted, companies can look for a second source if they do not have one already. But manufacturers should also look at the industrial relations record of their suppliers, and whether they are introducing JIT in consultation with their workforces.

"If they are not, you probably don't want them as a supplier," says Ralston.

Tom Mullens, lecturer in operations management at Strathclyde Business School, points out that Japanese companies had to sort out industrial relations problems before introducing JIT, which exposes inefficiencies previously unaffected by the cushion of inventories.

In the UK, the real issue for JIT is the challenge of getting production and manufacturing more efficient, he says.

*Skills shortages and training are a Forgotten Dimension in New Technology Adoption. Departments of Town and Regional Planning, and Geography, University of Sheffield, Sheffield, S10 2TN.

Andrew Baxter explains why a lean approach to production could make manufacturers vulnerable

Breaking barriers between 'us and them'

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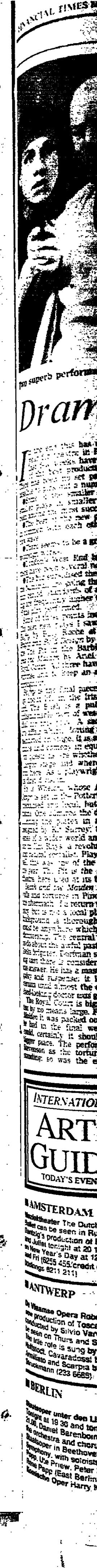
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ARTS



Two superb performances and a writer: Juliet Stevenson, Nigel Hawthorne and Billy Roche

Dramatic finale to 1991

In the end this has not been a bad year for theatre in Britain, and the last few weeks have included some of the best productions of the lot. There has been no set pattern, but it is possible to pick out a number of trends.

• Some of the smaller productions of smaller plays in smaller theatres have been among the most successful.

• The best of the new plays have little in common with each other: there is no new wave.

• There seems to be a growing openness to foreign works.

• London's West End is still alive and there have been several notable revivals.

• The big subsidised theatres, especially the National, are going through an uncertain period: standards of acting and staging are frequently higher than the quality of the play performed.

Some of those points inevitably overlap. The best new plays I saw this year were *Belfry* by Billy Roche at the Bush, *The Bright and Bold Design* by Peter Whelan at the Pit in the Barbican, and *Death and the Maiden* by Ariel Dorfman at the Royal Court. All three have the capacity to surprise and to keep an audience hooked throughout.

Belfry is the final piece in Roche's trilogy about life in the Irish town of Wexford. The Bush is a pub theatre in an unfashionable part of west London: it was ideal for this play. A sacristan relates a love affair which, doting about in time, is re-enacted on stage. It is as simple as that: pathos and comedy in equal measure. The next questions are whether it can play on a larger stage and where Roche will go from here. As a playwright, he is now in the first division.

So is Whelan, whose *Bright and Bold Design* is set in the Potties in 1835, again specialised and local, but with a political theme. One admired the detail of the girls painting the plates in a wonderful setting designed by Kit Surrey: there was also a sense of a wider world and a huge character in Jim Rhye, a revolutionary designer and radical socialist. Played by Clive Russell, this was one of the performances of the year. The Pit is the Barbican's small theatre, here used at its best.

Death and the Maiden is about the travails and tortures in Pinochet's Chile and the aftermath of a return to limited democracy, but is not a local play. Although the background is thoroughly authentic, it could be anywhere which has experienced dictatorship. The central question is what to do about the awful past when the future looks brighter. Dorfman scores by suggesting that there is considerable doubt about the answer. He has a masterly use of ambiguity and suspense: it is not absolutely certain until almost the end that the civilised-looking doctor was guilty of torture.

The Royal Court is bigger than The Pit, but by no means large. For *Death and the Maiden* it was packed out, not a ticket to be had in the final weeks. Probably it could, certainly it should, make it to a bigger place. The performance by Juliet Stevenson as the tortured girl was outstanding; so was the entire production,

directed by Lindsay Posner. Chile leads on to other foreign parts. The dramatist who received an unexpected tribute this year was Ibsen, though it seems to have been more by coincidence than design. Four Ibsen plays appeared within a few weeks of each other. The best known of them was the Abbey Theatre Dublin's production of *Hedda Gabler* at the Playhouse where Fiona Shaw played Hedda. I found her as electrifying as did my colleague, Claire Armitstead, when she was presented Ms Shaw playing Electra at the Riverside Studios.

The revelation, however, was the lesser known work. There was the towering production of *Brand* at the Aldwych with Roy Marsden in the main part. It is not an easy play. Brand, the priest who seeks perfection, is in many ways an unattractive figure, but if you wanted an epic this was it. One of the reasons for its power was the verse translation by Robert David Macdonald. It made the piece more varied than one had previously suspected.

Then there was Ibsen's *The Pretenders* at The Pit and *Little Eyolf* at the small Orange Free Theatre in Richmond, Surrey. *The Pretenders* is an historical piece about the birth of Norwegian nationalism, more appreciated at home than abroad, but in the context of an Ibsen revival, it illustrated the great spread of the Ibsen canon. The part of Bishop Nicholas, played at The Pit by Alan MacNaughtan, would be cherished by any actor.

Little Eyolf, despite its macabre moments, showed that Ibsen is not all Nordic gloom: it has almost a happy ending. I was sad when there was no more Ibsen to come. Perhaps next year?

He was not the only foreigner to be honoured. The Gate, a pub theatre in London's Notting Hill which specialises in dramatic staging, had its Spanish season and we are now learning that there was a flowering of theatre in late 16th and early 17th century Spain comparable to that in England. For some reason that seems to be suppressed in English history teaching. What is impressive is the number of translators coming forward, and how lively they are.

On the bigger stages there were two productions of Molére's *The Miser*, one at the National Theatre, the other at the Royal Exchange, Manchester. That may not be remarkable in itself; the striking fact was how different they were – different translations, different styles. The production at Manchester which I preferred, with Tom Courtenay as the miser, was essentially a comedy. At the National it was a much more vicious affair with some quite gratuitous violence. Yet it is a tribute to Molére that British directors now realise how many sides he had. Molére in English no longer sounds like a translation from French.

The West End had its successes mainly in terms of revivals. I liked *Waiting for Godot* at the Queen's: where the two tramps were played by the comedians, Elik Mayall and Adrian Edmondson. No pretentious pauses there; not much cosmic sig-

nificance either, but simply two actors baiting the audience – and each other – with wonderful lines. This was a production about acting and the stage. The young, in particular, flocked to see it.

The revival of Anouilh's *Becket*, which is still running at the Haymarket, is full of French polish and English camp. The acting is among the best you will find: Robert Lindsay as the king and Derek Jacobi as Becket. In fact, they could just as easily swap roles and maybe one day should do so. The only pity is that there is not a modern English work for them to play in.

That brings us in more detail to the Royal Shakespeare Company and the National Theatre. The RSC has perhaps the easier time because of its heavy reliance on Shakespeare. Some of its productions at the Barbican this year have been pure joy: the comedies, *Love's Labour's Lost*, *Much Ado About Nothing* and *The Comedy of Errors*.

At Stratford you need to see both parts of *Henry IV* before realising its full splendour. In Part II it becomes a play about Henry IV rather than Falstaff and the rise of Prince Hal. The performance of Julian Glover as the King is magnificent, but so is the picture of England as a whole. This is a national theatre at its best. It is a great feat that in its smaller houses the company can also manage pieces like *The Bright and Bold Design*, even if at some times seems to be groping for other new plays.

As for the National Théâtre project, by contrast, the identity this year has been unclear. It has done a number of 20th century European plays with varying success: the dramatisation of Kafka's *The Trial* was the weakest. Dürrenmatt's *The Visit* the strongest. Where it has begun to look vulnerable is that its resources of acting and staging are frequently superior to the plays it puts on.

This has been true of the two main productions of new English plays this year. David Hare's *Murdering Judges* was riveting to look at: remember the replica of Covent Garden. Yet the text lacked depth. Alan Bennett's *The Madness of George III* contains the best male acting performance of the year in Nigel Hawthorne's King: the man who says "Yes, Prime Minister" on television can here say "No, Prime Minister". There is also a lot to be said for his wife as played by Janet Dale. Look closely at the rest of the parts, however, and you may decide that they are remarkably thin. The trappings are there, but the substance is lacking.

That is, of course, a common British failing: it is new for it to extend to the theatre. Both *Timon of Athens* with David Suchet as Timon at the Young Vic and Dryden's *All for Love* with Diana Rigg as Cleopatra at the Almeida struck me as better than anything I saw at the National, and both were done on meagre resources. One hopes that the National, with all its surface splendour, is not becoming part of the national symbolism.

Malcolm Rutherford

ARCHITECTURE IN 1991

Some gems amidst the gloom

The year 1991 is not one that many architects are going to remember with much fondness. The office workloads tumbled – in the first month of 1991 even students were affected by the recession. One in four architectural students were unemployed, and even the highly successful Sir Norman Foster cut back his office staff. The prospect of some \$20 billion pounds worth of work repairing the war-damaged in Kuwait did little to restore morale to a beleaguered profession.

In the City the office boom slowed down as more and more post-modern blocks were completed and remained empty. Some of them looked quite handsome, like Kohn Pedersen Fox's rebuilding of the Daily Telegraph in Fleet Street and the strange Gaudi inspired creation near the tower of London. Other new blocks in the capital repeated tired formulas adding only a few more acres of shiny granite from Brazil to the streets of London.

But 1991 did see the opening of several good buildings. This year's winner of the Financial Times Architecture at Work Award – the headquarters of RMC International at Egham, Surrey designed by Edward Cullinan – marked something of a watershed in the design of offices. Cullinan had managed not just to build an intriguing complex, but allied it successfully with the most imaginative roof garden. To some people this series of lakeside pavilions had almost the qualities of *Alice through the Looking Glass*; the architect's strange and imaginative use of scale and his application of an almost poetic sense to a magic garden is in the finest English literary/architectural tradition.

The opening of Stansted Airport designed by Sir Norman Foster offered public poetry of another kind. The siting and the lighting of this remarkably beautiful building represented a real and rare triumph of taste and excellence. Sir Norman's other triumphs were on a smaller scale, but nonetheless successful. The Sackler Galleries at the Royal Academy in London and the concert shaped extension to the Sainsbury Centre in Norwich are two very positive additions to the year's stock of art galleries. At the R.A. Foster succeeded in inserting galleries at a high level and linking them beautifully to the ground floor of Burlington House by a glass lift and a glass staircase.

In the Sainsbury Centre at the University of East Anglia, Foster's additional curved, almost underground, space makes an elegant place even more so. The Sainsbury family added a substantial new building to London's National Gallery which The Queen opened in July. The design by American architects Robert Venturi and Denise Scott Brown won friends at once as it opened. The new galleries for the Renaissance collection are much admired and praised by many as the finest new galleries in Europe. It is undoubtedly true that the National Gallery's early pictures have never looked better: only some strange architectural critics seemed to find the new wing puzzling.

The architect of the year was undoubtedly Michael Hopkins. He opened a fine new shop for David Mellor in Docklands at Butler's Wharf. The timing was not too good as no one wanted to buy any flats, let alone new offices. Hopkins went on to win commissions to design the new Parliamentary Buildings and the much-needed new underground station at Tottenham Court Road. He presented his plans for the new opera house at Glyndebourne and was commissioned to design a striking new office for British Airports Authority plc at Marylebone Gate. Hopkins also completed the transformation of the listed Bracken House by St Paul's cathedral for the Obayashi Corporation of Japan. At Bracken House Hopkins has shown that it is possible to design a completely modern building within the confines of two listed facades and show that one can learn from the other.

Another scheme by St Paul's cathedral,

the Paternoster Square development, was launched during the year and illustrates

how difficult it is to design something that can respect the past and yet house large

modern businesses. The City Corporation

decided that Paternoster Square was too intensively developed, which has given the triumvirate of American, Japanese and British developers something of a headache to contend with in 1992.

The Prince of Wales maintained his quiet interest in the nation's architectural

future by unveiling his own Duchy's plans for Poundbury, a new town at Dorchester. During his visits to his own Summer School in Oxford and Italy, he made it clear that education was the key to architectural progress. He seemed to be keeping his powder dry for the imminent launch of his own Permanent Private of Wales Architectural Institute in 1992.

Mr Major's government has not yet shown itself to be especially interested in architectural matters, although the Secretary of State for the Environment, Mr Michael Heseltine, on his second run at the job, appealed for ideas for the inner cities, and for the growth of the capital to the East, away from the more prosperous Tory constituencies. Will his "City Challenge" schemes prove to be the Christmas present that so many hard pressed local authorities have been looking forward to? Will there be more work for architects in 1992? That is almost the only question that matters as the year begins. Survival is more important than any battle of the styles.

Colin Amery

FT Award winner: the headquarters of RMC International at Egham designed by Edward Cullinan

INTERNATIONAL ARTS GUIDE

TODAY'S EVENTS

AMSTERDAM

Muziektheater The Dutch National Ballet can be seen in Rudi van Dantzig's production of Romeo and Juliet tonight at 20.15, also on New Year's Day at 12.30, Thurs and Fri (6255 455/credit card bookings 6211 211)

ANTWERP

De Vlaams Opera Robert Carsen's new production of Tosca, conducted by Silvio Varviso, can be seen on Thurs and Sat at 20.00. The title role is sung by Karen Huffstodt, Cavaradossi by Fabio Armiliato and Scarpia by Falk Struckmann (233 6615)

BERLIN

Staatsoper unter den Linden Tonight at 19.30 and tomorrow at 21.00, Daniel Barenboim conducts the orchestra and chorus of the Staatsoper in Beethoven's Choral Symphony, with soloists Lucia Popp, Ute Priegel, Peter Seiffert and René Papp (East Berlin 2004 762) Komische Oper Harry Kupfer's

production of The Bartered Bride can be seen tonight, followed by Tom Schilling's production of Cinderella tomorrow. On New Year's Day, there is a Johann Strauss concert at 18.00. On Fri, Wolfgang Rennert conducts Die schwedische Frau (East Berlin 222 555)

Deschne Oper Tonight's performance is Lortzing's comic operetta Zar und Zimmermann, also Sat. Tomorrow and Thurs: Valery Panov's production of Cinderella. New Year's Day: Die Zauberflöte. Fri: Charles Dutoit conducts a concert performance of La Damnation de Faust, with Julia Varady, Vinson Cole, Dietrich Fischer-Dieskau and Gilles Cachemaille. Sun: Turandot (West Berlin 3410 249)

Schauspielhaus Tonight at 19.30 Claudio Abbado conducts the Berlin Philharmonic Orchestra and RIAS Chamber Choir in an all-Beethoven programme, with Yevgeny Kissin piano soloist and the soprano Cheryl Studer, repeated tomorrow at 17.30. On New Year's Day at 18.00, Claus Peter Flor conducts the Berlin Symphony Orchestra in Bruckner's Seventh Symphony, repeated on Fri, Sat and Sun at 20.00 (East Berlin 2272 261)

SFB Grosser Sendesaal Tonight at 19.30, Moshe Atzmon conducts the Berlin Radio Symphony Orchestra and Chorus in Beethoven's Choral Symphony (West Berlin 3027 242)

GENOA

Teatro Carlo Felice On Thursday and Friday, Mstislav Rostropovich conducts Sofia Gubaidulina's

two-part oratorio-opera-ballet Orazione per l'Era di Acquario. (589329)

LONDON

Covent Garden 19.30 Peter Wright's Royal Ballet production of The Nutcracker, also Wed, Fri and Sat. Tomorrow and Thurs: Le nozze di Figaro (071-240 1086) Royal Festival Hall 14.30 and 19.30 English National Ballet in Ben Stevenson's new production of The Nutcracker. Daily except Sun till Jan 18 (071-928 8800)

Sadler's Wells 14.30 and 19.30 London City Ballet production of Swan Lake, also tomorrow evening Jan 2-4: Ben Stevenson's new production of Prokofiev's Swan Lake (071-278 8916)

Barbican 19.45 Lorraine McAslan plays Bruch's Violin Concerto with the RPO. Tomorrow, Wed and Thurs at 19.45, also New Year's Day at 15.00: John Georgiadis conducts the LSO in Strauss favourites (071-638 8891)

Coliseum English National Opera performances of Die Fledermaus can be seen tomorrow and Fri, with Rimsky-Korsakoff's Christmas Eve on Thurs and Sat (071-836 3161)

For information about West End theatre shows, phone Theatreline from anywhere in the UK: Plays 0836 430958 Musicals 0836 430960 Comedies 0836 430961 Thrillers 0836 430962

MILAN

Teatro alla Scala The only two performances this week are of John Cranko's production of Romeo

and Juliet, tomorrow and Thurs. (7200 374)

MUNICH

Staatsoper Pinhas Steinberg conducts Die Fledermaus tomorrow, Thurs and Sat, with a cast including Trudelinde Schmidt, Siegfried Jerusalem and Wolfgang Brendel. On New Year's Day, there is a performance of Ludwig Minkus' ballet Don Quichotte. On Sun, Wolfgang Sawallisch conducts Die Meistersinger von Nürnberg with Manfred Schenk and Lucia Popp as Eva (221316)

NEW YORK

THEATRE • Boesman and Lena: Athol Fugard's play about three South Americans trapped in a struggle for freedom from indignity and servitude. Directed by Fugard himself. Runs till Jan 26 (City Center Stage 1, 131 West 55th St, 644 0905)

• Galileo: Harris Burleigh plays the title role in a revival of Brecht's play directed by Eve Adams. Runs till Feb 14, alternating with a revival of Geneva, G B Shaw's 1938 play about an imaginary League of Nations (Bouwerie Lane Theater, 330 Bowery, 577 0060)

• Catskill on Broadway: a comedy revue conceived by Freddie Roman and featuring a cast of stand-up comics. Varied schedule, so phone first (Lunt-Fontanne Theater, 205 West 46th St, 307 4100)

• What about Luv?: Austin Pendleton, Judy Kaye and David Green in a three-character musical

version of Luv, Murray Schisgal's 1984 satire of love and human relationships. Runs till Jan 19, varied schedule (York Theater, 220 9th St, 534 5366)

MUSIC

Blue Note Jazz Club and Restaurant Matthew Wilson's Double Bill: Manhattan Transfer and the Monty Alexander Trio. Manhattan Transfer continue till Jan 5, with shows at 21.00 and 23.30. On Jan 7, Dizzy Gillespie begins a four-week engagement to celebrate his diamond jubilee at the Blue Note (75 852)

Avery Fisher Hall Leonard Slatkin conducts a New Year's Eve concert of French and Viennese works with the New York Philharmonic, with Emmanuel Ax and Jeffrey Siegel soloists in Saint-Saëns' Carnaval of the Animals. The programme begins at 20.00 (75 5030)

Metropolitan Opera Tonight and Sat afternoon, James Levine conducts Colin Graham's production of The Ghosts of Versailles, new opera by John Corigliano. The cast includes Terence Stratas and Marilyn Horne. Tomorrow and Fri: La traviata with Marilyn Mims and Jerry Hadley. New Year's Day: La bohème. Thurs: Aida (362 6000)

New York State Theater Final performances this season of The Nutcracker: tomorrow at 14.00 and 19.00, Thurs at 18.00, Fri at 20.00, plus matinee and evening performances on Sat and Sun (670 5570

FINANCIAL TIMES

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Monday December 30 1991

Bush takes to the road

THIS PUBLIC accoutrement of the Japanese centrepiece of President Bush's Asian tour could be better. It would be preferable if he were going ostensibly to discuss vital issues of Asian security, or world trade, or the parous global economy or many of the other issues in which Japan either already plays a significant role or needs to be induced into playing a larger one. He may yet discuss all these and more but he has chosen, for domestic political purposes, to surround himself with a delegation of US manufacturing executives, weighted towards the car industry and selected by the secretary of commerce who, it so happens, is about to be seconded to run the presidential re-election campaign. This is a pity.

Mr Bush's logic is, of course, understandable. He enters his re-election year curiously vulnerable. The public perceives he is not interested in solving domestic problems at a time when the US economy remains in a mess; Congress is making protectionist noises; General Motors, the industrial flagship, has announced cuts in its work force by nearly a fifth; his popularity has fallen to the point that some polls even show that any Democrat could beat him.

No challenge

The same polls still show that no named Democrat would. The most prominent of those who might have, Governor Mario Cuomo of New York, has decided not to launch a challenge, but there is a pack of young, hungry politicians who reckon George Bush can be knocked off. They all conspire themselves with the knowledge that at this stage 16 years ago an obscure southern governor named Carter was registering only the slightest blip on public recognition. And if the current group of six aspirants needed any hints, then Mr Cuomo provided them with several last week by blasting the president for not taking a delegation of American workers with him to Tokyo.

It is, of course, ill-advised for any head of a democratic government to ignore a domestic constituency, above all in the prelude to an election. It is also too easy for those not in the US to advise the leader of the

An honourable case for change

IT IS TIME to abolish the British honours system; or, if abolition seems too harsh a measure, at least to simplify it.

All recent British prime ministers have come to office promising not to abuse the system; nearly all have ended up by doing so. Mrs Margaret Thatcher, in her early premiership, never looked as if she would hand out the same kind of political honours as the now Lord Wilson. It was not long before she started. She also began to restore hereditary peerages, the creation of which had been thought to have been abolished by a previous Tory leader.

The honours list after Mr John Major's first full year in office will appear tomorrow. It may look immaculate, for Mr Major is even more of a self-made meritocrat than Mrs Thatcher. Yet these are early days: in the longer run the powers of patronage attached to the awarding of honours tend to corrupt the judgment.

The list will certainly look complicated to all but the most trained eye. What is the difference between an OBE, CBE and MBE, or a plain CMG and one with a K in front and a host of other orders? Why does Mr X's award differ from that of Ms Y, who is apparently of the same merit, while Mr Z, of equal distinction, does not appear at all? That is the beginning of the case for simplification. To put it mildly, the system is arbitrary and not transparent.

Triage system

It might be defensible to reduce the honours list to three categories: a lower, a middle and a top. The lower might go (say) to long-serving village school-mistress, the middle to people of proven distinction in public or private life, the top to a very few people who might almost literally be regarded as peerless, rather like the present Companion of Honour. The aims would be to keep down the numbers, root out political awards and to make sure that honour went where it was deserved.

One more change would be necessary even in this modest proposal. The creation of honours would have to go. The man who received the new middle order award would

remain superpower to devote exclusive attention to the great international issues of the moment and to draw up a specific agenda for him. Thus one man wonder and regret, but still only wonder and regret, that Mr Bush would be better off negotiating the future disposition of nuclear missiles with Mr Boris Yeltsin, plus or minus other members of the new Commonwealth of former Soviet republics, or perhaps knocking heads, in order to save the Gatt, with relevant political leaders in Europe and farmers at home. But it is easier for us on the outside to indulge than it is for the US president.

Domestic problems

His Asian tour is one postponed by six weeks. He put it off for domestic political reasons and he has resumed it for the same reasons, but it still can have point. There is a new prime minister in Australia worthy of cultivation (the stanchions of Mr Bob Hawke, Mr Bush will recall, was a real sustenance in the Gulf war); the Korean peninsula may be on the cusp of some momentous decisions which must involve the US; and Japan remains the most important bilateral national relationship in the US firmament, also with a new head of government, Mr Kichi Miyazawa, whose first weeks have been politically inconspicuous. Throughout Asia, a travelling American president is a visitor who matters more than any other.

On the other hand, a president only beating the drum of US special interests could be on a hiding to nothing, whatever the outcome. If he extracts specific bilateral concessions from the Japanese (for example on the super collider project) or from the Koreans it may well be at the expense of one of his few known commitments – to free trade. If he fails so to do, then he will have American executives on his neck as well as the labour movement. This suggests he would be better off taking the high diplomatic and strategic road. If it has no other benefit, then Mr Miyazawa, who could do with more support and fewer threats from across the Pacific, would welcome such an approach.

The banking and financial structure in which the liberalisation will take place is in chaos. The Soviet state bank (Gosbank) has been dissolved into the Russian Central Bank, which was yesterday reported by the Interfax news agency to have two days worth of robust reserves left. The Vnesheconombank, the Foreign Economic Affairs Bank which functions as the state's hard currency treasury, is bankrupt and has suspended hard currency operations. The new commercial banks flourish, but without real criteria for lending, few reporting requirements and little hard currency.

The government has no formal written programme. The International Monetary Fund, which is working hard with the government on its reform and which broadly backs it, is uneasy about the lack of a document and cannot possibly approve the changes before they begin in three days time.

Commodities production in Russia has been plummeting for a year; farmers are hoarding produce and the cities are beginning to feel beleaguered. A crowd stopped the traffic on St Petersburg's main thoroughfare, the Nevsky Prospect, on Friday in protest against being unable to buy sausages.

The free-market institutions which have been flourishing in the past two to three years have been the co-operatives supplying some services and

small production; the commercial shops, where a restricted range of goods, including a few from the west, is available at prices much higher than in the starved state sector, and the commodity exchanges, where products are bought in bulk, also at high prices. Most people hate all these bodies and think – rightly – that they are diverting goods from the state sector.

There are tiny numbers of people trained to manage, to run and value competitive businesses, to construct computer networks, to revitalise bankrupt companies – even to serve in shops (the present vast sales force does very little, very rudely). Savings have been eaten away by inflation, and the unions are threatening to strike.

Mr Egor Gaidar, the deputy prime minister in charge of reform, and his colleagues have surveyed this scene and concluded that the situation is hopeless, but are determined to advance. Disbelieving state

managers have been told that the government will set no ceilings for most prices. It will control (though it will raise, probably by about three times) the prices of bread; milk; vodka; baby products; oil and oil products; gas; communications and transport.

Late last week, the government rushed through a decree to take effect from Thursday with parliamentary approval, which will allow the privatisation of shops, small and medium-sized enterprises and a few sectors such as construction. Foreigners will be allowed to participate on equal terms with Russians. Foreigners will be encouraged, through unspecified incentives, to take over loss-making companies and partly-financed constructions. They will be able to buy into banks, insurance companies and trading houses with special government permission.

Public revenues, which have dropped sharply in the past year's level (itself down to 30 per cent of the previous year). These cuts mean desperation in the enterprises round Moscow. Defence production accounts for nearly 60 per cent of employment in the Moscow region, excluding the city itself, and in the Urals.

Defence factory directors, ominously, have been saying they will sell missiles, tanks and ammunition to absolutely anyone who can pay for them. On current plans, these plants will have to close. Their workers will have to find other work.

For the needy unemployed, there is a safety net. A minimum income, which hovered around Rs220 last month (indexed to consumer prices) stops absolute want. A worker made redundant gets three months severance pay, after which his income sinks over a year to the minimum. Women with children also receive a minimum, and get milk and children's food free.

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Orthodox Christmas in early January. "There is very little to celebrate. This war is the Lord's affair," she said.

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Charlie went to the parish priest's house, sometime back in October," said Mr Ante Tadic, a 58-year-old Croat farmer. "The priest was forced to give the key to the church. The Chetniks then went into this house of God and placed dynamite all along

"Until last week, Charlie (the Croat euphemism for Chetniks, or Serb nationalists) was hanging out, just over there in the woods," said Davor, my travelling companion.

As the sun broke through the low sky, the horror of war which has ravaged this part of central Croatia was revealed. Village after village had been destroyed. From Veliki Bastaki and Mali Bastaki, to Gornja Vrješnica and Mlakovićevac, small cottages had been blasted by mortar. The neat farmyards were pitted by crater. There was no sign of life, save scores of pigs foraging near bombed-out barns, and geese waiting to be fed. A hungry sow chased after a big grey turkey.

Mr Rudolf Kolar, a 37-year-old technician, has no idea how Serbs and Croats will live together in this village again. His house, built with his father, is now in ruins. There is a hole in the roof, and bullet-holes in the walls. The living room is destroyed, the windows broken. All the family's personal belongings have been pulled out of the wardrobes, cupboards and dressers. Nothing has been left untouched.

"I don't know why it all started. I think it was all planned," Mr Kolar said. "The Serbs became angry about the Croatian flag which was hoisted after the elections in April 1990. But it wasn't the local Serbs who started the fighting. The instructions came from Belgrade (the capital of Serbia). The local Chetniks, backed by the federal army, came here on August 14. I got out as soon as I could."

Mr Kolar said some of the local Serbs were attacking and arresting the Croats. "On September 1, my dad was arrested. He was released 20 days later. About 1,200 people used to think about celebrating the

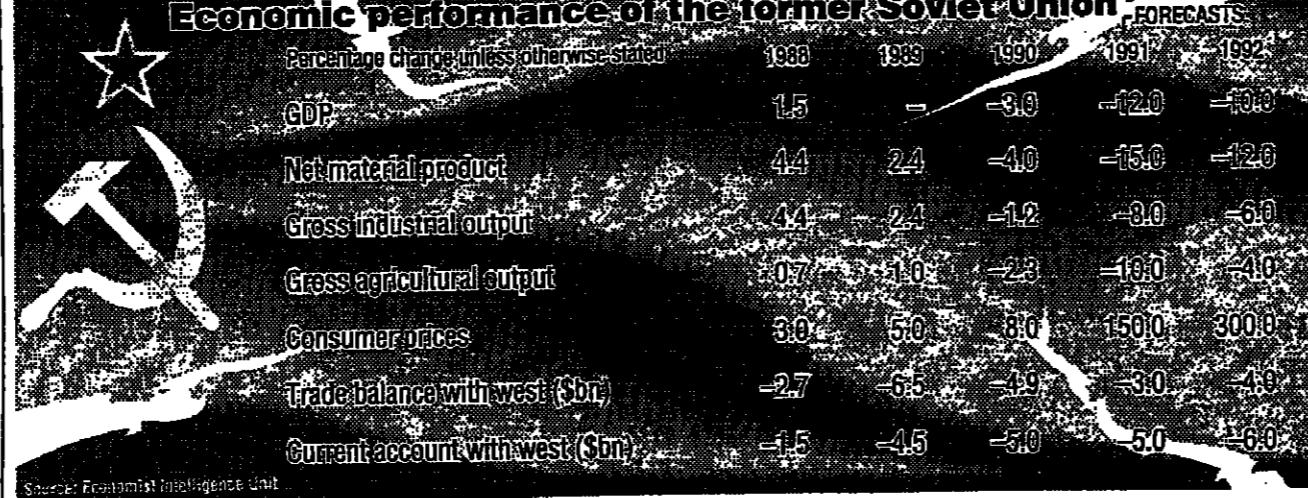
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Before the second world war, the population consisted of Croats, Hungarians, Germans, and a few Serbs. After 1945, when the Germans had been expelled from the region, the late President Tito resettled thousands of Serb partisans – or communists – in this part of Croatia, largely as a reward for their wartime activities.

Until recently, a third of Mlakovićevac was Croat, the rest was Serb.

When I visited, I found only three inhabitants. "There were never any difficulties with the Serbs," said Mr Tadic. "We got on all right. Everything was fine. But I don't know if we will get on in future."

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As Russia prepares to free prices, John Lloyd examines its benighted economy

A cruel necessity

On Thursday, the government of Russia will administer a shock to the economic life of the country, and to all the other former states of the Soviet Union. It will set free most prices in an environment dominated by huge production and supply monopolies which have been impervious to all but cosmetic change.

Prices are certain to rise threefold or more, reducing to greater poverty millions of people who are already poor, and thus courting violent unrest in a disordered society.

The measure – planned by ministers who believe they have at best a few months in government – is intended to liberalise a part of the economy in a single giant step towards true markets.

The banking and financial structure in which the liberalisation will take place is in chaos. The Soviet state bank (Gosbank) has been dissolved into the Russian Central Bank, which was yesterday reported by the Interfax news agency to have two days worth of robust reserves left. The Vnesheconombank, the Foreign Economic Affairs Bank which functions as the state's hard currency treasury, is bankrupt and has suspended hard currency operations.

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Mrs Tadic has lived in Mlakovićevac all her life. "The fighting was terrible. It started at the end of August. I don't know how many have been killed. Many have gone into hiding. Many have become refugees. When the Croat army started trying to regain Mlakovićevac a few weeks ago, the Serb soldiers came to my house and told me to go with them to the republic of Bosnia-Herzegovina. I refused to go. This is my home."

Mrs Tadic said her dad had been wounded in the fighting. One of his sons had been killed. The other had married a Serb. He said the church had been built by the Germans more than a century ago.

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Managing the European Community often seems to be a trial of politicians' ability to use the microscope and the telescope simultaneously. Nineteen ninety-two looks set to provide one of the fiercest tests of that ability since the Community was founded.

Under the microscope is the single market programme, the intricate web of measures which should enable EC citizens to travel, trade, shop and settle anywhere in the Community by New Year's Day, 1993.

Member states, the European Commission, consumer and industry groups agree that the goal is vital and that the EC has already come much further than anybody expected in June 1986, when Lord Cockfield, then internal market commissioner, published his white paper of 223 measures needed for the single market.

The decision at Maastricht earlier this month to set a deadline for the introduction of a single currency should have given the programme new impetus. But, meanwhile, through the field-glasses, a number of issues are looming closer - the break-up of the eastern bloc, enlargement of the EC, recession and its cousin, protectionism - any one of which could easily upset the delicate and detailed work of Brussels' single market strategists.

In addition, the strategists themselves are under pressure. Political compromise has taken its toll on the original programme and advocates of

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a strong, barrier-free Community are worried that, in fact, the internal market will be disfigured by omissions, hobbled by residual national barriers and suffocated by long transition periods for many years after the 1993 deadline. The possible enlargement of the Community is likely to share top priority on the Brussels agenda with the single market programme during 1992.

The member countries of the European Free Trade Association (Efta) are already gearing themselves up for EC membership and have committed themselves to take on a large chunk of single market legislation by agreeing in principle to the establishment of a European Economic Area (EEA) - a 19-nation free trade zone with the same start-date as the single market.

That agreement was itself hard to achieve - and the final signature is still blocked by the European Court, which objects to the accord's judicial aspects. But extending the west's political compromises on a free trade area eastwards will be even more difficult.

Twists and turns on the road to 1993

Keeping the EC's single market programme on track next year will be a tough test, says Andrew Hill

Many of the single market measures, especially those which propose opening public monopolies to more competition, are difficult enough to sell to the EC's existing members, which are used to the rigours of a fairly free market.

Even relatively well-developed east and central European countries, such as Hungary, Poland and Czechoslovakia - which have just signed far-reaching political and economic co-operation agreements with the Community - would baulk at the rapid introduction of open competition in some protected sectors.

Such protectionist concerns are not unique to central and eastern Europe. The agreements with Hungary, Poland and Czechoslovakia took time to create, partly because of some EC members' fears about cheap imports of food, steel and textiles from the east.

The internal market programme may promise completely free movement of goods, labour, capital and services within the Community, but for that to be achieved requires a strong external frontier. A firm and inflexible outer border could turn the EC into a Fortress Europe, with east and central Europeans locked outside, staring at the wealth within. That would suit some EC manufacturers, but limit the consumer benefits of progressive free trade with the east.

At the same time, fears of competition within the EC - partly born of recession - risks hampering the original internal market programme. The plan by Mrs Edith Cresson, the French prime minister, to form a new French state conglomerate, incorporating nuclear, semiconductor and consumer electronics companies, would risk distorting the EC market.

The proposal may not survive the scrutiny of the Brussels competition authorities, under the guidance of Sir Leon Brittan, the competition commissioner, although this is likely to be one of the most politically charged issues of his term in office.

But the real question is what happens when Sir Leon, who has been a staunch proponent of a liberal competition policy, quits his post, which may be as early as the end of next year. If his successor in less forthcoming or determined than there is still the chance that state subsidies and other obstacles to the single market will start proliferating again.

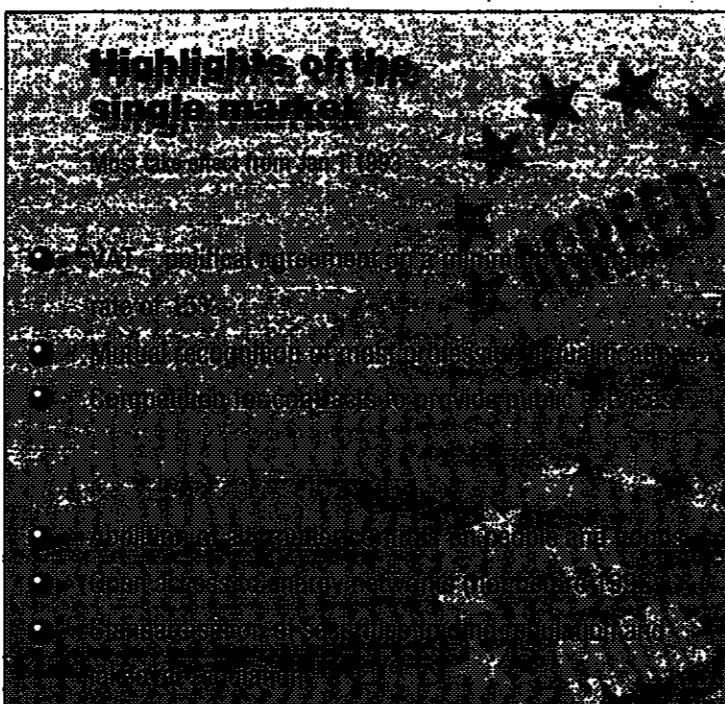
Even as things stand, member states' reluctance to open some protected sectors such as energy threatens to overshadow their success in adopting most of the internal market legislation proposed six years ago.

Only about 50 of the original 223 measures still need to be agreed. About eight of those may be dropped altogether - either superseded by other legislation or otherwise declared unnecessary - and seven or eight are of such low priority that failure to agree will not greatly disrupt the internal market.

The Commission is not desperately worried about scoring 223 out of 223.

"Whether we can get 100 per cent before the end of next year (1992) remains to be seen," says one senior official. "But it doesn't really matter because the essential elements will all be in place."

Other observers - for example, Mr Zygmunt Tyaszewicz, secretary-general of Unice, the European employers' group - disagree. "If you go back to the basics, the idea of the single market was to create a situation in which European companies would be forced to compete much



more with each other than before," says Mr Tyaszewicz. "Well, have we really done that? Look at PTTs [national posts and telecommunications conglomerates], look at public works and public purchasing, look at the transport sector throughout Europe - have we really liberalised these markets?"

The answer is no or, at least, not yet. The Community's unwillingness to liberalise some sensitive areas reflects the strength and longevity of vested interests in some countries.

In the field of communications, for example, Commission plans to open postal services to competition have yet to appear; and the most important and most obvious telecommunications services - notably, voice telephony - remain under the control of public monopolies in most EC countries.

In the energy sector, Commission plans should give large industrial users direct access to gas and electricity distribution networks by 1993, which would enable them to buy their energy from competing suppliers anywhere in the Community. But the market will not be opened to all-com-

petitors until 1996 - and then only if the first phase of liberalisation is judged a success.

The private sector has also been using its muscle to hold up liberalisation. Thanks to pressure from European car manufacturers, July's deal between the EC and Japan on car imports provides for a free market only in 1999. For the most liberal advocates of an internal market that is already something of a defeat, but the car makers are likely to do their utmost to extend even that deadline.

In addition, member states are proving sluggish at implementing the single market. Many of the measures cannot take effect unless translated into national law. In spite of constant cajoling from the Commission, Italy has only recently passed the halfway mark in enacting the relevant measures, and Brussels is beginning to fret at the slow rate of implementation for the most recently-agreed measures.

The final short-term threat to the internal market - and the one which Mr Martin Bangemann, the responsible commissioner, is most worried about - is the continued existence of the physical barriers which Brussels has pledged to remove. There is a risk that the Commission will not get the public relations victory which genuine free movement between Limerick and Lesbos on New Year's Day 1993, would provide.

National border controls on goods - right down to local checks on cross-border movement of bees, corpses and asbestos - and, more seriously, on people, are being defended by some member states.

In particular, the right to check goods and people is jealously guarded by four - Britain, Ireland and to a lesser extent, Greece and Denmark - which are still outside the supposedly control-free Schengen agreement between the eight "mainland" EC members.

This is more than a symbolic or trivial struggle. In a memo sent to the 12 a fortnight ago, the Commission reported Lord Cockfield's concern that "the continued existence of just one control would provide a justification for maintaining all controls" for business, the removal of frontier controls is fundamental to the success of the whole plan.

"Everything else will flow from that," says Unice's Mr Tyaszewicz, "because until we get these borders open there won't be the market pressures to finish the rest of the work."

The problem for the Community beyond January 1, 1993, is that the work will never be finished, even if the Commission is able to declare the market open in a year's time. The irony of tearing down border controls while newly-independent states in the Soviet Union, eastern and central Europe are proudly erecting them has not escaped those working on the single market programme. Their next best will be to turn the microscope on potential new members of the Community and to find a way of extending Lord Cockfield's vision beyond its original frontier.

Samuel Brittan

Nightmare on Oxford Street

 It would be hard to find anything in between expensive china crockery and the kind of heavy earthenware tea mug beloved by Tony Benn. Reasonably cheap breakfast ware, which can be broken without tragedy, I have been able to find only in ironmongery stores.

Shops obviously prefer selling objects to repairing or adapting them, even if customers would prefer a more balanced mix. There are many gadgets which I simply do not buy because of the agony of getting them fixed up and put in working order. As it is, I have to indulge in a contrived loss of temper even to have a mug fitted. When I have asked for anything out of the ordinary, like a record player which can't take a record, I have been told to try Tottenham Court Road, or any particular place in it, but to remember the whole length. I should rather visit Dante's Inferno.

The high streets are full of far too many so-called electronic shops and video merchants, most of which give the sleazy impression of being interested mainly in the videos, which they keep under the counter. But there are almost no good old-fashioned electrical shops. I spent the best part of a morning in the vain attempt to get an electric toaster mended.

The badness of many British shops is not merely an absence of good qualities, but the presence of bad ones. One horror is the volume of loud pop music. Needless to say, the noise is not switched off or even reduced when one enters to ask an obviously bored sales person for some item.

Yes, things are a little better on the Continent. But snags exist there too. For instance, if one tries to get a pair of shoes mended quickly in some tourist (sorry, I mean cultural) centre like Salzburg, one is sent to some vast outlying hypermarket.

I have just been told that we live in a throw-away society.

But does one have to be an eco-freak to believe that if customers were offered more service, more advice and longer-lasting products, they might be more inclined to take advantage of cut-price recession offers to go out and buy?

LETTERS

Protocol at Maastricht blurs equal pension issue

From Mr Bryn Davies.

Sir, It is Michael Elton of the National Association of Pension Funds (NAPF) who is wrong about the right of employees to equal pension rights under the Treaty of Rome (Letters, December 30).

Article 119 gave them the right to equal pensions from the moment the United Kingdom acceded to the treaty. The protocol agreed at Maastricht proposes to take it away.

His confusion appears to arise over what the European Court of Justice did on May 17, 1990.

It did not, as he appears to suggest, change the law. That is not within its competence. All the court did was to make clear that the existing law under Article 119 includes pension rights. That is why the government agreed the NAPF were so keen on a protocol to take those rights away.

Mr Elton may not wish to believe me, after all I stand accused in your columns of being a supporter of the Labour party (Letters, December 18).

However, I am not alone in my view. I would draw his attention to a circular on the protocol from leading pension lawyers, Nabarro Nathanson, which says: "Apparently it has never been decided before whether the member states can amend the treaty to deprive individuals of rights which they have apparently previously been granted." What the government has done by its decision to sponsor this protocol is to move an issue from the obscurity of the European Court into the forefront of domestic political debate.

I am happy for the sun or so people who would be adversely affected by the decision to draw their own political conclusions.

Bryn Davies,
director and actuary,
Union Pension Services,
50 Trinity Gardens,
London SW9

Bundesbank decision represents first real step on road to 'Europe 1999'

From Mr Stephan Gotz Richter.

Sir, Last week's decision by the Bundesbank to raise interest rates seems to have sent shockwaves across Europe and the United States. Rather than being a cause for serious concern, however, this is mainly due to the Bundesbank tradition - the result of poor communications. There are, in fact, a variety of excellent reasons for the decision. Most directly, the Bundesbank is taking German employers, unions, and the government itself to task for being too complacent in recent wage rounds.

The true importance of the Bundesbank decision, however,

is that it marks the first concrete step on the road to "Europe 1999" - that is, the single currency. None of the countries which wish to participate can afford to wait until 1997 to begin putting its economic house in order; the later they start, the more difficult the adjustment will be. In many cases, especially Italy and France, this will involve painful political decisions. A reminder from the Bundesbank may well come in handy.

Thus, while Maastricht signalled that European countries are fundamentally committed to reform, the Bundesbank's decision signals that it is pre-

pared to take on the IMF role for Europe. Just as the IMF has been the whipping boy of lax regimes forced to bite the austerity bullet from Khushna to London, so European countries forced into painful restructuring will be able to point the finger at German central bankers. That is perhaps the only way such bitter medicine can be made palatable.

Stephan-Gotz Richter,
president,
TransAtlantic Futures, Inc.
1739 R Street NW,
Washington, DC 20003,
USA

Non-executive director remains an important role

From Mr Hugh Parker.

Sir, I yield to no-one in my respect for Sir Owen Green as an outstandingly successful company chairman, but I must take issue with his view (Letters December 16) that the "independent" or "non-executive director" are misleading.

He is, of course, right in saying that these titles "have no legal meaning and carry no distinction of authority or function" among directors as a class. I believe, however, that he is wrong to argue from this legalistic point that such directors - called "outsider directors" in the US - do not have an important role to play in the effective functioning of the so-called unitary board.

Confidential companies try to overcome this intrinsic prob-

lem of unitary boards, sometimes expressed as *quid custodierit spiculae clausa*, by adopting the so-called two-tier board. That has been considered but rejected, rightly I think, as a solution appropriate to this country. With all its imperfections, a properly constituted unitary board, which is my view, is a reasonable balance between employees and outsiders directors - is a better (though certainly not fool-proof) safeguard of the shareholders' interest than a wholly insider or executive board.

Hugh Parker,
chairman,
Corporate Renewal Associates,
24 Fitzroy Square,
London W1

Lack of funds threatens archive of female history

From Lesley Abdela.

Sir, No-one would deny the importance of the Royal Commonwealth Society's collection of books, certainly not me. I grew up through the years when the world's largest empire, encompassing a 1,000m people, had reached its zenith and was transmogrifying into a profoundly worthwhile and as yet not fully exploited - Commonwealth.

However, I hope potential saviours will keep in mind another under-funded, under-developed collection: The Fawcett Library tucked away in London's East End. The Fawcett

accept my MBE, which I was happy to send him, awarded to me for services to women in politics through the recommendation of Britain's first woman prime minister.

The library, the nation's most important collection on women in politics and the law, gained from starting up the all-party 300 Group for Women in Politics and Public Life, librarian David Dougan had to refuse.

As he put it, he had no space, no researcher, no funds. He didn't feel he could even



The evidence is stacking up for Pegasus Software

After over a decade of leading the PC accounting software market Pegasus systems continue to receive industry endorsement and recommendation. This extract from a review by "What Micro" Magazine, December 1991 is such an example.

"Pegasus Business Manager has the look of a thoroughbred and now sets the pace for small business accounting software."

"It is clear that Business Manager is the package with which Pegasus hopes to torpedo Sage. And make no mistake - Business Manager is a real blockbuster."

"Clearly this very powerful product is superior to Sage in a number of areas..."

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Monday December 30 1991

In the hall of the mountain kings

Can Liechtenstein survive in Europe being an open secret? Ian Rodger in Vaduz

SPARE a thought, as the new year approaches, for the prosperous folk of Liechtenstein.

While most people in western Europe are looking forward to peace, order and progress toward political and monetary union in 1992, Liechtensteiners are dreading the prospect of being overwhelmed in the new Europe.

To the surprise and disappointment of most of the 26,877 people of this tiny principality tucked in the Rhine valley between Austria and Switzerland, their leaders succeeded two months ago in negotiating an agreement to create a so-called European Economic Area (EEA), which would join the nine countries of the European Free Trade Association (Efta), including Liechtenstein, with those of the European Community (Ec).

What is the problem with that? "Everything is a problem," groans Mr Guido Meier, a director of General Trust Company, one of those Liechtenstein institutions that directly help rich people to take care of their money.

It is not that the people of Liechtenstein are xenophobic. Far from it. More than a third of the residents of the principality are foreign nationals, as is nearly 70 per cent of the working population. Moreover, since last year, Liechtenstein is a member in good standing of the United Nations, which is more than can be said for Switzerland.

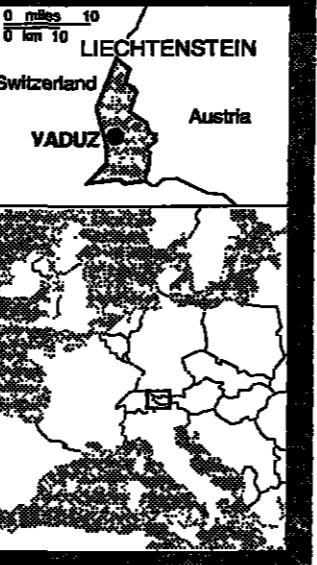
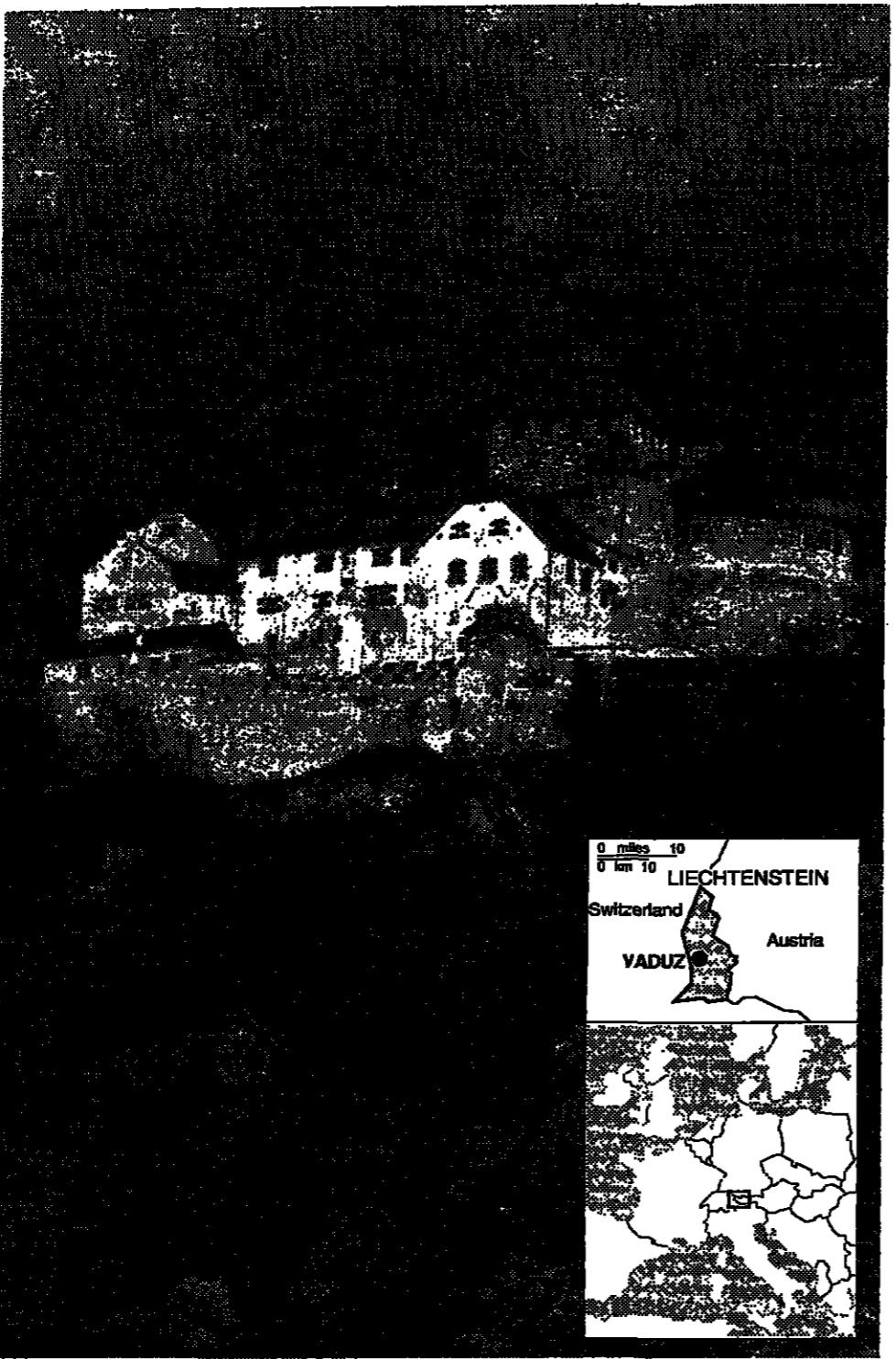
The problems arise from the disruptions the EEA could cause to Liechtenstein's unique economic structure and way of life.

Since being cast adrift after the collapse of the Austro-Hungarian Empire in 1919, the principality has succeeded in fostering a highly prosperous little society with a clever combination of extremely protectionist and extremely liberal policies.

Its niche products are anonymous holding companies, in the form of establishments, trusts or foundations (as in the Maxwell Foundation). They nestle in a legal framework that enables rich people from around the world to hide assets from snooping taxmen. It is said that there are now more than 50,000 such companies in the principality. Liechtenstein is not alone in offering these products, but its genius was to keep it all on a very small scale.

Not for Liechtenstein the clutter of foreign bank and law and accounting firm branches that characterises the typical tax haven. The principality boasts only three banks, all locally owned. Two more have just been authorised, the first such approvals in 35 years. The Liechtenstein bar lists only 50 lawyers.

The world's tycoons are welcome to set up companies or foundations in Liechtenstein, but they cannot buy property or live there. Even residents



Castle in the air: Liechtenstein's reluctant Europeans dread opening up their keep

have to prove that the chunk of the principality's 62 square miles of land they seek to buy will be used for homes or needed businesses before they are allowed to own it.

The result is that the substantial tax revenue from offshore companies goes a long way, enabling the principality to keep its tax rates very low for all.

Now superimpose on this perfect little system the EC rules which the Efta countries have agreed to take up. Barriers to residence and the establishment of businesses must be dismantled. Liechtenstein could be overwhelmed by an invasion not only of EC-based banks, accountants and lawyers, but also of all manner of rich people seeking to bene-

fit from low tax rates. "We could end up like Monaco," Mr Meier worries.

If the government had to co-operate with snooping taxmen from other EC countries, the principality could see the demise of its most important niche industry.

So why did Liechtenstein go along with the EEA? That, as one might imagine, is a lively topic in the principality these days. The Liechtenstein Institute in Bendersdorf has been packing them in with a series of seminars on what advantages could Liechtenstein get out of the EEA.

The answers one hears tend to be based on *amour propre* or a desire for respectability. Liechtenstein has been trying to polish its rather shady

image for some time. In 1978, it joined the Council of Europe; in 1982, it signed the European Human Rights convention.

Last year it joined the UN and this year it became a full member of Efta in anticipation of the EEA. Recently, it has also been trying to prevent the use of its holding companies and banks for laundering drug money.

"I suppose it is important that we are recognised as a sovereign state in Europe. We get to have our flag on the table," Mr Meier says.

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join its Efta partners in seeking an EEA, Liechtenstein had to follow. If the Swiss were in the EEA and Liechtenstein were not, the principality would have to break the unions. Assuming it could not find another partner, it would have to issue its own currency and plead for a special trade arrangement with the EEA.

So to the only sensible strategy was to try to negotiate as many special provisions as possible. That task was given to Prince Nikolaus, brother of the reigning Prince Hans-Adam II and ambassador to Switzerland (where Liechtenstein has its only embassy).

The prince has scored some notable successes.

The thorny issue of mutual assistance on tax matters has been shelved. The free movement of people is subject to a five-year transition period. Service sectors will be opened after three years, but the government can maintain non-discriminatory limits on various permits to prevent things from getting out of hand.

The prince doubts that banks will rush to the principality anyway. "Once there is free movement of capital, why set up in Liechtenstein when you can operate from Frankfurt by fax?" he asks, adding that if pressures on the principality do become intense, the transition measures can be prolonged.

In any event, in the past couple of weeks, the possibility has arisen that the EEA agreement will collapse because of objections by the European Court of Justice to the potential undermining of its jurisdiction. Prince Nikolaus, however, is not yet rejoicing. Another possibility, raised by the Swiss foreign minister recently, is that Switzerland will apply very soon for EC membership.

The prince is already thinking about problems in negotiating EC membership. "It would be difficult for us to take up the presidency for half a year," he says. "Maybe we could do it for just a month, in August."

He acknowledges that EC membership would mean the end of banking secrecy, but he is not disturbed by the prospect. He says small countries can do things that large ones cannot, and can move quickly when opportunities arise. "We can change our laws in three weeks." He adds: "If we just sit on banking secrecy, we will not have a very good future for our children."

There is also the possibility that the Swiss, who are to have a referendum on the EEA next December, will vote to stay out of it. If so, there would be singing in the streets of Vaduz, and the principality would join Switzerland in negotiating a trade pact with the rest of the EEA.

Prince Nikolaus has already thought about it. "If it could cover everything to do with goods and leave out the rest, that would make us very happy."

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INSIDE**Italian insurer in \$500m Spanish deal**

Assicurazioni Generali, the Italian insurance group, is to pay up to \$500m for a 5 per cent stake in the merger of two major Spanish banks, Central and Hispano Americano, and two banks. Under a deal in Madrid last Friday the new Spanish bank, Banco Central Hispanoamericano (BCH) will place half its insurance businesses into a joint venture with Generali. Page 14

Airtours flies round the storms

At the beginning of this year, it would have seemed madness to suggest that a company exposed to the Gulf war and the UK recession would end up as the highest rising UK stock of 1991. However, Airtours, the Lancashire-based package holiday company, has achieved just that. Along the way, when companies in a battery of sectors were issuing profit warnings, Airtours had to tell the market to revise expectations upwards. Page 14

Good times for bonds

The onset of recession and declining interest rates are generally good for bonds, judging by the past year. While equity markets turned in a patchy performance over the year, bond markets boomed. New issue volume in the international bond market hit a record \$228bn equivalent. And anecdotal evidence suggests that most market participants received year-end bonus cheques of healthy proportions. Page 15

Subdued end to tumultuous year

While US equity markets ended the year in record-breaking style, the Treasury market spent most of Christmas week in hibernation, primarily because many bond traders stayed away for the holiday. It proved a subdued end to what has been a tumultuous, yet profitable year for bonds, with investors enjoying a rate of return of about 14 per cent (including interest payments and capital gains) over the past 12 months. Page 16

Brazil to ease sell-off rules

Brazil plans to ease rules for foreign participation in its national privatisation programme. Under regulations to go into effect next year, foreigners will no longer have to wait two years to re-sell stock in the privatised companies. Page 15

Market Statistics

	Base lending rates	Managed fund service	19-23
Europcar	15	Money market	23
FT-A World indices	23	New bond issues	14
FTVAIBD Int bond ave	16	US money market rates	16
Foreign exchanges	23	US bond price/yield	16
London recent issues	23	World stock mkt Indices	18
London share service	23-25		

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American Airlines	14	Gulfstream Windic	14
Assicurazioni Gen	14	Penzell	14
BCH	14	Quaebar Printing	14
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THE 1970s form a bleak period in British economic history.

The decade witnessed the UK's first serious post-war recession, inflation rising to 25 per cent, a national bail-out by the International Monetary Fund and industrial decline and unrest, culminating in the winter of discontent.

Little wonder that politicians rarely look back to that period for lessons on policy.

But Mr Norman Lamont, the UK chancellor of the exchequer, and his advisers in the Treasury might learn something if they looked back and abroad. For in the mid-1970s, the West German government, under Chancellor Helmut Schmidt, kick-started an economy that, rather like Britain today, was in the doldrums after deep recession.

In the Autumn of 1975, conditions in what was then West Germany bore some resemblance to those in Britain now. A booming economy in the late 1960s and early 1970s had spawned a serious inflation problem, although Germany's peak consumer price inflation of around 8 per cent at the time compares favourably with UK experience in that and subsequent business cycles.

A rigorous monetary policy - which pushed overnight money rates in Frankfurt to 40 per cent at one point in 1973 - brought rising prices largely under control, but at the cost of a deep downturn of activity, especially in the construction sector.

Unemployment in Germany was rising sharply in late 1975, although jobless rates and totals were around half the present UK levels.

It could also be argued that West Germany then and Britain today had the worst of the recession and inflation behind them and were on the threshold of recovery.

However, then as now, there was little sign among consumers and industrialists of the "animal spirits" that the economist Mr John Maynard Keynes identified long ago as being necessary for growth.

Faced with an economy in the doldrums, Chancellor

Broadgate group in \$180m refinancing

By Robert Peston in London

ROSEHAUGH Stanhope Developments has raised \$180m in the US securities market to refinance phase 6 of its Broadgate Development in the City of London.

The deal is part of a complex debt re-organisation by RSD's two parents, Rosehaugh and Stanhope, the two property companies in financial difficulties.

It is the first time a non-US company has refinanced an individual property by issuing rated commercial paper in the US.

The commercial paper (or short-term securities) being issued was rated P1 by Moody's, the rating agency, and A1+ by Standard & Poor's, its rival. The paper has been issued by a specially created vehicle, 135 Bishopton Funding Incorporated.

Robert Peabody, the US investment bank, has sold the paper to investors on behalf of 135 Bishopton, which in turn lent the proceeds - swapped into sterling - to a subsidiary of RSD.

RSD used the proceeds to pay a syndicate of banks led by County National, the subsidiary of National Westminster Bank, which provided the finance for the Phase 6 development. National Westminster is retaining the whole of Phase 6. Its real will service RSD's loan from 135 Bishopton.

The paper of 135 Bishopton has to be repaid or rolled over every month. If US investors lose their appetite for the paper, a \$180m standby facility has been arranged by Searle's London banking branch. This effectively guarantees that 135 Bishopton - and hence RSD - will be able to borrow the \$180m for six years.

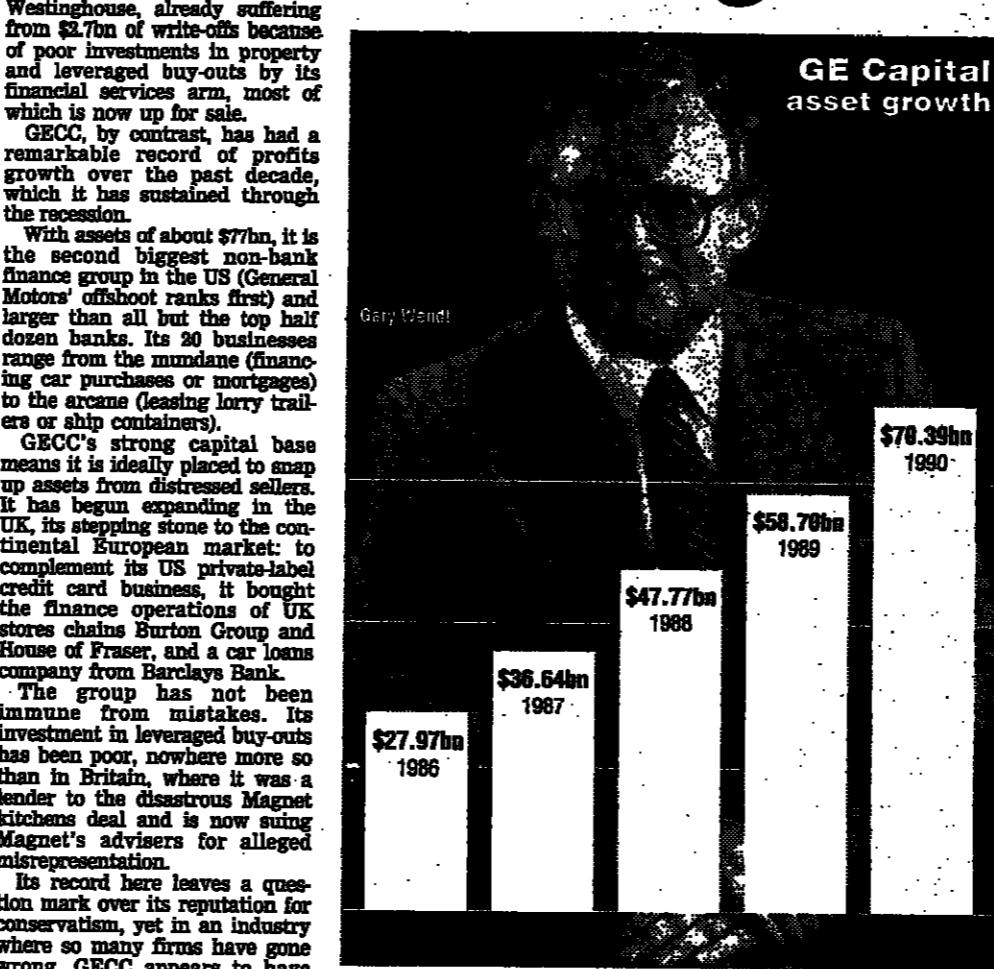
To cover the risk the payments from RSD to 135 Bishopton could dry up, 135 Bishopton has taken insurance from FGIC, the GE Capital subsidiary, FGIC, which has the Broadgate property as security, is providing a guarantee that the bank holding involved in the standby facility and the counterparty which swapped the paper proceed into sterling.

Mr David Hudd, of Sanwa International Structured Finance, said he expected the paper would trade at between 20 and 30 basis points below the dollar interest rate in the London interbank market.

He said lenders to 135 Bishopton were insulated from difficulties at Rosehaugh, Stanhope and RSD. Holders of the commercial paper or the banks providing the standby facility would not suffer if the financial condition of the property companies deteriorated.

Mr Gary Wendt, 49-year-old chairman of GECC, argues that his group's success stems largely from the fact that it has to work

Martin Dickson reports on GE Capital's appetite for its rivals

A predator waiting to strike again

its capital harder than most banks which enjoy more general assets to equity ratios.

GECC also has to compete for capital against industrial businesses, set up to provide credit to buyers of their parent's wares, have muscled into areas traditionally dominated by commercial banks, ranging from home mortgages to industrial and property loans.

The finance companies' advantages include an ability to piggy-back on their parent company's credit rating to raise cheap capital in the commercial paper market, and less regulation than that imposed on banks, whose deposits are insured by the federal government. However, as Westinghouse shows, that is no recipe for success.

Mr Gary Wendt, 49-year-old chairman of GECC, argues that his group's success stems largely from the fact that it has to work

says one analyst.

Rapid diversification over the past five years has protected GECC against problems in individual markets. In 1988, for example, the flourishing property and leveraged buy-outs leasing business accounted for some 50 per cent of its earnings. However, in spite of the collapse of both markets, the group should manage profits growth of around 15 per cent this year, with some stabilised pushing up earnings by more than 25 per cent.

Its focus on narrow market niches has advantages. First, GECC's concentration of expertise ought to make the group more proficient than generalist lenders, such as the commercial banks, at assessing credit risk.

Mr Denis Norden, executive vice-president, says: "We're people on the Brooklyn waterfront, can't teach anything to GE Capital,"

mon up the "animal spirits" that have so far failed to respond to the past year's improvements in underlying economic conditions such as lower interest rates and falling inflation.

There is also an obvious need for Britain to improve its infrastructure, especially in the field of public transport in south east England, which happens to be the area worst-hit by recession.

Increases already announced in government spending on public transport next year will do little more than offset negative effects of recession on investment plans.

The Autumn Statement envisages no more than preparatory work on the east-west Crossrail project between London Paddington and Liverpool Street. It did not mention a much-needed high speed rail link between London and Heathrow airport.

However, services such as high-speed cross-city rail links have been an accepted part of life in Paris for many years. Moreover, infrastructure improvements can have a significant impact on a nation's economic prospects, as a recent OECD report makes clear.

It said: "Urban development and urban services have been thrust to the forefront of the economic arena in the struggle to attract foot-loose tertiary activities and high technology industries."

The quality of the environment and of basic infrastructure, as well as the provision of cultural and social facilities, are no longer viewed merely as objects of consumer demand or social concern but also as instruments of economic growth and survival.

This is especially true of the European Community countries as they create a single market and move towards economic and monetary union. It is a point the chancellor might consider as he reviews a year of economic disappointment.

"Urban Infrastructure, Finance and Management, FF95 from OECD Publication Service, 2 rue André-Pascal 75775 Paris Cedex 16.

US courts may rule on funds for MCC

By Andrew Jack in London

THE ADMINISTRATORS TO Maxwell Communication Corporation meet bankers today in an attempt to negotiate additional loans to help sustain the company in the group.

Some loans will be earmarked as short-term funding for strutting subsidiaries, but these facilities may require US court approval. Such a delay, or refusal to grant the loans, could threaten their survival.

Clarification over who controls MCC could come today in London when administrators meet Mr Richard Giffin, the examiner appointed by the New York bankruptcy court under Chapter 11 proceedings. If negotiations are successful Price Waterhouse will propose an order in the High Court on Tuesday, regulating proceedings in the UK and US.

Mr Colin Bird, a partner with Price Waterhouse in London and one of the joint administrators of MCC, said the loans were essential to stabilise the company, but complicated because they needed US court approval.

He said MCC required loans of between £10m (\$18.2m) and £25m. "If we don't get the money, the whole thing will fall apart," he said. "Clearly it's very urgent. But we are hoping for an agreement in principle on Monday and documents are being drafted. We could have consent before Friday."

The MCC subsidiaries are not in administration, but they must find alternatives to the considerable funding previously provided through central Treasury functions within the Maxwell corporate empire. In some cases this ran to tens of million pounds.

Mr Bird said most subsidiaries could offer assets to be secured against new loans. However, he said "one or two companies" in the group had severe cash flow problems. One is believed to be Maxwell Business Publishing.

Judge Tina Brown in New York will consider on Friday whether the administrators or the directors of MCC should be classified as "debtors in possession" under US bankruptcy law.

Mr Bird said he was "quite confident" that he and his colleagues would be recognised as debtors in possession in the US. They could then implement administration plans while keeping in regular contact with the US courts.

The administrators must also cope with a \$100m bond raised in Canada and guaranteed by MCC to help finance acquisitions which Mr Bird said would become due "imminently". Canadian deal, Page 14

The German way to call up animal spirits**Economics Notebook**

By Peter Norman

the UK today from the German government's successful fiscal boost in the mid-1970s?

The UK Treasury's reaction would probably be "no". It has always argued that fiscal stimuli such as increased public spending or investment incentives for industry can take a long time to have an effect.

There is always the problem of choosing the right target. Action now would have little economic impact before the election in the first half of next year.

In Britain's case, a special programme would upset the annual rituals of the spring Budget to set taxation policies as well as negotiations between the Treasury and

spending departments culminating in the November Autumn Statement to set public spending totals and priorities for the following financial year.

The Treasury could also claim last month's Autumn Statement gave a substantial fiscal boost to the economy.

It added £1.1bn to planned departmental spending in 1982-83 and lifted the proportion of general government expenditure in gross domestic product to a planned 42 per cent in the coming financial year from 40 per cent in 1981-82. Earlier this year's budget had provided a range of investment incentives for industry.

But these moves have had no discernible impact on the economy. The Autumn Statement forecast of 0.6 per cent growth between the first and second half of this year is

yet in spite of recent increases in government spending plans, figures from the Paris-based Organisation for Economic Co-operation and Development suggest the UK is better placed than most industrialised nations to give the economy a fiscal boost.

The government's recent action to support the housing market has shown that it can change fiscal policy at times other than the Budget and the Autumn Statement when it has the will.

One possibility would be a temporary reduction of consumption taxes, using an instrument on the statute book known as the regulator. However, this would almost certainly stick in imports.

The example of Germany in the mid-1970s suggests that an infrastructure investment programme - if launched with sufficient fanfare - could sum-

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John Foster calls meeting in bid to replace auditors

By Andrew Jack

JOHN FOSTER & Son, the Bradford-based wool textile group, has called an extraordinary general meeting next Friday in an attempt to remove accountants Robson Rhodes as its auditor and replace the firm with a larger competitor offering lower fees.

The unusual step follows Robson Rhodes' refusal to resign at the request of the directors shortly after the firm was re-appointed as auditor for the current financial year at the last annual general meeting in July.

In a letter sent to shareholders on Friday, Mr Victor Watson, chairman of John Foster, said the board recommended the appointment of Coopers & Lybrand Deloitte, the largest UK accountancy firm by fee income, "to provide the support which the new management of the company requires".

He said there were many reasons for the change but that the most important was "the depth of resources" Coopers could provide. He added that it also offered a reduction in audit fees.

However, Mr Chris Connor, head of Robson Rhodes' Leeds office, who was due to conduct the audit this year, said his firm had demonstrated that it has the resources to carry out the work required, and a cheaper audit fee was not necessarily a good reason for appointing a new auditor.

American Airlines to shed 1,250 jobs

American Airlines is to cut 1,250 ground staff jobs at airports around the US, with effect from February, Reuters reports.

Cutting falling revenues and the likelihood of another poor year-end report, a spokesman for the Fort Worth-based airline, which has 37,000 employees, said the cuts were designed to bring job levels down to "the minimum number to manage on".

Mr Robert Crandall, American's chairman, said the airline was forced to cut \$50m from planned capital spending through to 1995.

This involved cancelling

orders for 93 aircraft. The current job losses are "just one of many moves relating to this cut in spending," the spokesman said.

He added that notices would go out from January 3 to ticket agents, baggage handlers, car mechanics and other non-flight crew employees.

Some of these employees may be offered positions in other departments or in other locations.

Early in November, AMR said it expected a loss in the fourth quarter ending December 31, 1991, after posting a deficit of \$115m for the first nine months of the year.

Pennzoil to take charge after accounting changes

PENNZOIL, the diversified US energy group, is to take a year-end charge of \$40m after adopting new accounting methods, Reuter reports.

The one-time cumulative effect on prior-year results from adopting the standard for Pennzoil is expected to reduce 1991 net income by about \$49m, or 1.21 cents a share.

The new financial Accounting Standard No. 106 must be put into effect by most American companies no later than 1993.

It requires that costs of post-retirement benefits other than pensions, such as life and medical insurance coverage, be accrued over an employee's active career.

Tesco deal sets up 600 Group property sale

By Richard Lapper

TESCO has given permission allowing Tesco, the UK supermarket group to build a supermarket on a 10-acre site in Colchester, Essex. It has been given and allows a property sale worth £10.5m (\$14.1m) to the 600 Group to go ahead.

The 600 Group, the machine tool and mechanical handling equipment combine, originally agreed the deal in July with Danbury Developments.

It said the sale would enable

it to invest in plant and equipment, develop new products and improve the effectiveness of its core business.

The 600 Group has been hard hit by a decline in UK orders. Turnover dropped from £72m to £50.5m in the six months to September 30.

The site, which has a book value of £2m, has been vacant since 1989 when Colchester Lathe, a 600 Group subsidiary, moved to another location.

COMPANIES, FINANCE & CAPITAL MARKETS

Generali to take stake in Spanish bank venture

By Peter Bruce in Madrid

GENERALI, the Italian insurance group, is to pay up to \$500m for a 5 per cent stake in the merger of two leading Spanish banks, Central and Hispano Americano, and for half of the merged insurance operations of the two banks.

Coopers would not specify the audit fee it had tendered, but said size allowed it to offer very competitive bids. The current fee is about \$40,000.

Mr Watson said in his letter that Robson Rhodes had concluded its 1991 audit "satisfactorily" but he criticised the firm for forcing an EGM by demanding representation in front of the shareholders "regardless of the costs that the company will incur".

But Mr Connor said: "It's a question of principle. The removal of auditors ought to be done in the open. There should be the chance for shareholders to express their views."

The desire for a change of auditors is believed to be in part the result of a personality clash between individuals within the company and at Robson Rhodes.

John Foster did not ask the firm to tender for the audit in the autumn when it received bids from four other large accountants.

The largest shareholder in John Foster, with more one-fifth of the shares, is Koninklijke Bunge, a Dutch holding company with British operations already audited by Coopers.

The deal leaves a question mark over an earlier agreement between Banco Central and the French insured UAP under which UAP was to have taken 25 per cent of Vasco Navarra while Central took a similar state in UAP's Spanish affiliate, UAP Iberia.

That agreement was struck between Central and Hispano and was rushed into a merger last spring by rumours that another Spanish bank was preparing to bid for Hispano.

It was being suggested in Madrid that UAP and Generali were negotiating a separate alliance, of which the Italian group's entry into ECH and its insurers would be a part. Both UAP and Generali will market their products in Spain through the ECH network.

However, Commerzbank, which until the merger had a 10 per cent stake in Hispano, has said it wanted to raise its diluted position in the new merged bank back to around 10 per cent.

ECH's other large shareholders are all French — the Bouygues construction group will have around 7 per cent and UAP and Elf Aquitaine about 1.5 per cent.

The French investors have all been brought to the merger by Central, which originally attracted them by offering stakes in, or co-operation with, the construction, insurance and oil refining operations in its large industrial empire.

Friday's agreement underpins the massive entry in the past few years by foreign groups into the rapidly growing Spanish insurance market.

AGF of France has recently agreed to buy heavily into the insurance operations of another Spanish bank, Banco de Espana. Allianz of Germany has taken a stake in Banco Popular to distribute its product through the bank's network.

Norwich Union of the UK bought Plus Ultra from Banco Bilbao Vizcaya after the bank — a merger of bancos Bilbao and Vizcaya — decided to let its own duplicated insurance business.

Following a fierce fight with

Lord Stevens, chairman of United Newspapers, for control of the assets, he won the agreement of shareholders to liquidate the trust.

This week's meeting will discuss ways of raising the value of Govett's shares. Investment trust shares typically trade at less than the value of the underlying assets and in Govett's case the margin is about 15 per cent.

Mr Alan McIntosh, Govett's chairman, said yesterday: "I understand the investor has a previous record of stake-build-

Stock market high flier in a troubled year

Jane Fuller on Airtours rapid take-off and the holiday group's rising fortunes

AT THE start of this year, it would have seemed madness to suggest that a company exposed to the twin afflictions of the Gulf crisis and the UK recession would end up as the highest rising UK stock of 1991.

Airtours, the Lancashire-based package holiday company, has achieved just that. It opened at 170p and stood at 925p on Friday, having touched 925p in November.

Along the way, when companies in a battery of sectors were issuing profit warnings, Airtours had to tell the market to revise expectations upwards. It recently confirmed that its pre-tax profit multiplied more than four times from £5.5m to £27.5m in the year to September 30.

Airtours carried nearly 1.3m Britons to destinations ranging from Malta — the first one it offered 11 years ago — to Kenya, Florida and the Caribbean. This compares with about 150,000 in 1984-85, just before it extended its departures from Manchester airport to Glasgow, Newcastle, Birmingham and East Midlands.

This year it made its first forays from Gatwick, where part of its new aircraft fleet — soon to be extended from five to eight — is based.

Airtours benefited along with Thomson and Owners Abroad, which had nearly 20 per cent of the market. As one analyst remarked, it was like Tarmac dropping out of house building.

One of the ironies was that Intasun, ILG's holiday operation, was profitable. It was dragged down by the grandfather of Mr Goodman's plan to develop a scheduled airline, Air Europe.

Airtours is the only way to conduct a war is on price. "We will not stay out of a price war and when we join in there is much blood on many walls."

Meanwhile, in the calm post-

ILG, he says the average price of a package holiday (typically two weeks in a Mediterranean resort) is £600 compared with £220 in the cut-price years.

He suggests that the next skirmish will revolve around competition between Airtours and Owners Abroad for the public two spot. However, this goes against the public pronouncements of both organisations.

In the years of collective

madness on the part of the operators, tourists were being lured to the Mediterranean for as little as £29 for return flight.

The 1986-88 price war was triggered by ILG flying too close to Thomson. Mr Chris Newbold, managing director of Thomson Holidays, warns that it could happen again. "As long as we have a third of the market we are reasonably happy. If

anything happens to threaten that, we will react very strongly." Thomson is also anxious to guard against the number two gaining more than 20 per cent of the market.

He says the only way to conduct a war is on price. "We will not stay out of a price war and when we join in there is much

blood on many walls."

But the burning question is: what will it do with its cash, which amounted to £18m at the end of September?

An obvious possibility is acquisitions. Airtours nearly bought a skiing holiday company last winter. It may also re-enter the travel agency business, which is how Mr Crossland started in 1972.

Expansion of the airline beyond fulfilling the group's own requirements, based on winter load, has so far been ruled out.

The answer given by Mr Hugh Collinson, managing director, is that "in the broad field of leisure, there are numerous opportunities". The group already has the UK's second largest self-drive camping holiday operator and will in 1992, the top 80 operators made a profit of only £15.6m, which was 0.5 per cent of their combined turnover.

Airtours continued on its growth path in spite of some problems. On the flying side,

the most frequently mentioned worry about the sector, it has

been the frequency of cancellations.

Mr David Crossland, Airtours founder and owner of 38 per cent of the shares, says: "Being public companies, neither of us wants to create a price war. It does not matter whether we are second or third, what matters is the return for shareholders."

While price cutting remains

the most frequently mentioned worry about the sector, it has

been the frequency of cancellations.

Quebecor, publicly held but controlled by Mr Peladeau and his two sons, operates Canada's second largest daily newspaper, the *Journal de Montréal*, and a large string of regional weekly newspapers and magazines. The family is also a large property owner in Montreal.

Mr Maxwell became a partner of Mr Peladeau in 1987 when they bought 51 per cent of Donohue, a Quebec pulp and paper producer, from two Quebec government agencies. It was Mr Maxwell's first salaried job and was backed by a leading Canadian bank.

Donahue is a highly efficient newsprint producer, exporting mainly to the US, but also a supplier to MGN since 1988. It was hit badly by poor prices in 1989.

Mr Peladeau says he will take Quebecor Printing public in North America when markets improve.

He was helped in the 1988 acquisition by Quebec's public pension plan. It bought C\$124m

of Quebecor Printing debentures, convertible into C\$2 per cent of its common shares.

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Mr Peladeau wants to buy out MGN's indirect 25 per cent stake in Donahue, worth well over C\$100m, say analysts, but valuation has not yet been completed.

Journalists have been put on stand-by to produce the newspaper in January. Potential Belgian and Italian buyers who expressed an interest in the newspaper are believed to have pulled out.

Campeau's former US retail subsidiaries, Allied and Federated Stores, are already being reorganised and Campeau no longer has control of them.

A group led by Mr Mark Anderson, former manager of the Cannon gold mine in Washington State in the US, is trying to finance a bid for Asamera Minerals, put up for sale three years ago by Gulf Canada Resources, part of the Reichmann brothers' resource portfolio.

Cannon has produced 150,000oz of gold annually since 1986 and 200,000oz of silver. A 51 per cent interest in the mine is Asamera's main asset.

The Anderson group seeks the Cannon mine and Asamera's undeveloped gold properties in northern Canada and the US.

Govett to discuss defence against possible bid

By Peter John

GOVETT ATLANTIC Investment Trust is to meet this week to discuss its defence strategy against a possible bid from Mr Andrew Sheehan, a US entrepreneur.

The decision follows notification that Mr Sheehan had acquired just over 5 per cent of the group.

This week's meeting will discuss ways of raising the value of Govett's shares. Investment trust shares typically trade at less than the value of the underlying assets and in Govett's case the margin is about 15 per cent.

Mr Alan McIntosh, Govett's chairman, said yesterday: "I understand the investor has a previous record of stake-build-

ing. I am confident that we can resist an approach if we can satisfy the shareholders and I think we have every chance of doing that. The board's objective through the management is obviously to narrow the discount between the asset value and the market value and that is what would be discussed when we meet in the course of this week."

He said among options under discussion would be the possibility of converting from an investment to a unit trust or a capital reconstruction.

Lord Stevens, chairman of United Newspapers, for control of the assets, he won the agreement of shareholders to liquidate the trust.

Lord Stevens' policy of sticking on core activities gave Anglo Irish Bank the opportunity to buy the bank's Irish operations, as increased

its core total by 50 per cent.

Low-risk options are available. Ballymena-based Northern Ireland Building Society announced a rescue package, including two non-core disposals and a debt-for-equity swap, to secure its future.

Other options include the sale of its 10 per cent stake in the Ulster Bank.

Recession-hit West Midlands-based Farway & Thompson is selling its pharmaceutical business to Cash American Investments as part of its overall restructuring programme.

The pharmaceutical group, which includes the brands of Cetaphil, Aveeno and Neutrogena, will be sold to a consortium of investors.

Troubled fashion retailer Marks & Spencer has agreed to sell its 10 per cent stake in the company to a consortium of investors.

Standard Investment and Industrial Company Investors plan to sell its 10 per cent stake in the company to a consortium of investors.

Participating in the consortium are the Japanese companies Nippon Paper Industries and Mitsubishi Chemicals.

Cambridge-based pharmaceuticals company Biocon has agreed to sell its 10 per cent stake in the company to a consortium of investors.

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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Participants reap the benefit of a year with record new issues

TO SAY that most Eurobond firms are hoping for the global economic slow-down to continue may be over-stating the case, but 1991 proved that the onset of recession and declining interest rates are generally good for bonds.

While equity markets turned in a patchy performance over the year, bond markets boomed. New issue volume in the international bond market hit a record \$225m equivalent. Anecdotal evidence suggests that most market participants received year-end bonus cheques of healthy proportions.

Mitsubishi maintained its top position among lead managers of new Eurobond issues, with a market share of 9.4 per cent, down slightly on 1990. Daiwa moved from fourth place back up to the second spot it held in 1989, increasing market share from 4.7 per cent to 6.5 per cent.

Both firms were supported by the flow of equity warrant bond issues from Japanese companies, a sector which saw a revival following a dismal performance during 1990. Despite volatile interest prices in Japan, warrant bond issues totalled \$26m equivalent this year, against \$18.7m in 1990.

However, the Japanese equity warrant business remains well below the 1989 peak it reached in 1988. Both Nomura and Daiwa must take credit for diversifying their activity into other sectors of the market.

Manager	1991			1990		
	Dom Rank	% Issues	Dom Rank	% Issues	Dom Rank	% Issues
Nomura	21.33	9.39	121	15.80	(1) 9.88	102
Daiwa	14.77	2	6.95	67	7.92	4.74
Deutsche Bank	14.31	4	6.80	75	5.27	5.17
Paribas	10.90	5	4.84	28	5.07	5.20
Yamamichi	10.17	6	4.48	74	5.27	5.22
Nikko	9.76	7	4.30	73	8.41	6.40
Goldman Sachs	9.57	8	4.25	50	5.84	11.52
Morgan Stanley	9.27	9	4.08	17	2.59	2.83
SBC	7.84	10	3.45	34	2.84	2.03
UBS	6.95	11	3.05	53	5.21	3.28
Merrill Lynch	6.74	12	2.97	33	4.74	10.00
Motor Guaranty	6.55	13	2.85	35	6.94	5.48
Salomon Brothers	6.44	14	2.65	21	3.97	14.20
Crédit Lyonnais	6.08	15	2.55	24	2.05	1.09
ICB	5.37	16	2.37	21	4.53	11.15
Dresdner Bank	5.17	17	2.25	23	4.46	12.21
Hambros Bank	4.12	18	1.62	51	2.83	21.01
CSC	2.84	20	1.25	22	0.71	4.42
Industry totals	122.28	1300	159.57	1115		

1 Preliminary Figures - Full credit to book runner

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Industry totals	122.28	1300	159.57	1115		

Source: IFR BONDBASE

Both firms also maintained their position in the international market, despite the scandals which rocked the "big four" Japanese securities houses at home.

Salomon Brothers was less fortunate. The firm's slide from 13th to 21st position in the table may, in part, be attributed to the scandal in August concerning the manipulation of US Treasury bond auctions.

In addition to generally favourable market conditions, most Eurobond firms are also more focused than a year ago. The aggregate figures hide a short-list for "deal of the year". Paribas also benefited from its long-term investment in the

for example, won not only big sovereign and supranational mandates but also prestige corporate deals. It handled both Hanson's £500m convertible bond offering in April and British Gas's £200m 10-year deal, one of the largest ever corporate bond issues in Europe.

Goldman Sachs drew wide praise for a number of creative transactions, including the issue of £200m zero-coupon bonds "stripped" from Italy's 20-year issue. The firm rose to eighth in 1991.

Swiss Bank Corporation re-established itself as a top lead manager in many sectors, including transactions for borrowers from the emerging markets of Latin America. This contributed to the firm's rise to 10th place in the league table.

Lower down the table, a number of firms continued to successfully exploit a niche position. Hambros, for example, specialised in the distribution of bonds through continental European banks, mainly in Australian and Canadian dollars. Helped by a boom in the Canadian dollar sector, the firm moved up to 18th place from 21st position in 1990.

Fewer firms now try to offer a full new issue service in all the main currency sectors, backed by a strong secondary market presence. But the days of the Eurobond "superstars" are not quite over.

The top firms can still attribute their market share to the sheer range of financial products they are able to distribute.

Credit Suisse First Boston,

Ecu sector of the market, moving to fifth place from ninth place in 1990. Ecu bond issuance totalled \$300m equivalent this year, against \$170m in 1990.

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Credit Suisse First Boston,

Rank	Currency	1991		1990	
		Total raised (\$m)	No. of issues	Total raised (\$m)	No. of issues
1	US\$	68.82	378	60.12	335
2	Yen	33.74	195	20.05	251
3	ECU	30.55	89	17.02	78
4	Sterling	23.51	123	20.24	55
5	DM	18.12	145	14.95	103
6	FF	15.93	75	8.28	51
7	Lira	9.09	55	6.20	33
8	AT	4.04	35	4.76	33
9	Guilder	2.16	14	1.11	9

Source: IFR BONDBASE

Ecu500m deals launched on the same day in February, lead managed by Dresdner Bank and CSFB; Sandow's \$500m warrent bond issues launched in September by UBS Phillips and Drew; Prudential Funding's \$300m 10-year deal managed by CSFB in October.

The departure from UBS Phillips & Drew of Phillip Truffert, a principled and highly respected defender of Euromarket profitability, highlighted the conflict between the maintenance of profit margins and the pursuit of market share.

The debate even drew interest from the Office of Fair Trading in July, although the UK competition watchdog later concluded that competition for new issues mandates remains strong.

It is impossible to judge the relative profitability of UBS Phillips & Drew, since Eurobond firms have not disclosed bond prices in most leading currencies. It is easy to be aggressive about underwriting tightly priced bond issues in a market.

But market participants are aware that the same questions of profitability will be asked in 1992, and market conditions may be less favourable.

Credit Suisse First Boston,

This slippage in the firm's

league table position may have arisen, in part, from its unwillingness to reduce fees or price new issues imprudently in order to win mandates. Market participants are asking whether the new management, under Mr Len Harwood, will be more flexible.

The dilemma is not new or unique to UBS Phillips & Drew. The question of profitability and market share has been taken on additional urgency this year.

This year Eurobond firms have been assisted by rising bond prices in most leading currencies. It is easy to be aggressive about underwriting tightly priced bond issues in a market.

But market participants are aware that the same questions of profitability will be asked in 1992, and market conditions may be less favourable.

Simon London

Brazil to ease sell-off rules for foreigners

By Victoria Griffiths
in São Paulo

THE Brazilian government is set to ease rules for foreign participation in its national privatisation programme.

Under new regulations to go into effect next year, foreigners would no longer have to wait two years to re-sell stock in the privatised companies or repatriate profits and dividends.

The time foreigners are required to maintain their funds in the country will also be reduced from 12 years to six years.

"We hope the easing of regulations on foreign investment will

UK GILTS

Danger lurks in time of uncertainty

FOR investors in gilt-edged securities, 1992 will be a year of living dangerously.

The generally good prospects for bond markets worldwide caused by weak economies in many developed nations are likely to have an impact on demand for gilts, pushing down yields and increasing prices.

Yields in most bond markets have fallen substantially since the summer, when deflationary conditions in many countries persuaded more investors to put funds into fixed-interest debt-related securities rather than equities or cash.

On the other hand, worries about the UK government's political fortunes may well dampen any upward movement in gilt prices over the next few months.

Expectations that the Conservatives' popularity could plummet as a result of the government's failure to deliver a strong economic recovery - so letting in Labour at next year's election - could depress a gilt market which tends to equate a Labour government with disaster.

The likely glut of gilts over the next year as the Bank of England issues new bonds to pay for public sector spending in a deteriorating environment for the sector's finances may also take off the gloss from prospects for gilts. The extra bonds may lead to depressed prices, forcing up yields.

A further negative for gilts in relation to other European government bonds concerned progress towards European economic and monetary union.

With the UK having demonstrated less than total enthusiasm for the concept, overseas investors may have their doubts about the country's interests in making sure inflation and interest rate patterns converge with those in the rest of Europe.

GOVERNMENT BOND PERFORMANCE 1991					
UK	US	Japan	Germany	France	
Yields (%): end 1990	11.26	8.30	8.84	8.98	9.98
peak in 1991	11.26	8.53	8.93	9.02	10.07
trough in 1991	9.72	7.17	5.75	8.12	8.73
mid-Dec 91	9.67	7.17	5.83	8.12	8.77
Change to mid-Dec (basis points):					
During year	-139	-113	-101	-86	-121
Since peak	-139	-136	-110	-90	-130
Since trough	+15	0	+8	0	+4

Source UBS Phillips & Drew

That in turn could lead funding institutions to take a rosy view of prospects for, say, French or German bonds than for UK gilts and to progressively withdraw money from the British securities.

Some of the problems that may be around the corner for gilts have been discernible in the past few months - even though for 1991 as a whole investments in gilts have performed more than adequately.

Over the year, the good run for gilts is illustrated by a degree of yield reduction more marked than for any other leading government bond.

The 10-year UK government bond has seen a decrease in yield during 1991 of 139 basis points (13.9 per cent) with a consequent increase in prices.

The next best performer, as shown in the table based on 10-year bonds and with yields calculated by UBS Phillips & Drew, was German bonds, which saw a yield decline of 121 basis points.

The large cut in gilt yields over the year has been due mostly to the UK's progress in reducing inflation as the recession has squeezed demand, plus investors' more positive view on the outlook for lower interest rates over the longer term, thanks to Britain's entry 15 months ago into the European exchange rate mechanism.

It caps a good two-year spell for gilts, in which yields have fallen by a net 116 basis points for a 10-year instrument. In contrast, since the beginning of 1990 yields on equivalent US and French bonds have fallen by 98 and 82 basis points respectively, while yields for Japanese and German bonds have risen by 13 and 73 basis points.

As for the next few months, many bond specialists believe the world economic environment will stay favourable for the bonds. "The outlook for growth is fairly flat," said Mr John Sheppard, of Warburg Securities.

For Britain, worries about sterling's ERM position, and the possibilities of the UK having to go along with other members of the mechanism in increasing interest rates, to follow Germany's lead earlier this month, will probably restrain any downward movement in gilt yields in the next few weeks.

There is a fear in the market that lower interest rates in Britain cannot be guaranteed without a devaluation of the currency," said Mr Malcolm Roberts, of UBS Phillips & Drew.

A longer-term concern for many gilt practitioners relates to EMU.

With a question mark hanging over the UK's wish to participate in a full union by the end of the century, Mr Sanjay Joshi, of Daws Securities in London, believes many overseas investors are confused.

"If you were a fund manager in Japan wondering about putting money into a government bond in Europe, you might decide you'd be better off buying an instrument associated with one of the core European currencies, rather than play around with gilts," he said.

Meanwhile, have either (in the case of Germany and the US) reached the end of the year still with yields at their troughs for 1991 or (for Japanese and French bonds) have shown a very small increase in yields since their respective low points. For Japanese and French bonds, these yield increases have amounted to just 8 and 4 basis points respectively.

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Peter Marsh



Dealers are debating whether there will be an economic upturn by the middle of the year, or later.

US MONEY AND CREDIT

A subdued end to a tumultuous year

WHILE the US equity markets were ending the year in record-breaking style, the Treasury market spent most of Christmas week in hibernation, primarily because many bond traders stayed away from their desks for the duration of the holiday.

It proved a subdued end to what had been a tumultuous yet highly profitable year for bonds, with investors enjoying a rate of return of about 14 per cent (including interest payments and capital gains) over the past 12 months.

Although much happened over the year, in one respect nothing changed. As 1990 drew to a close the politicians in Washington, several months after everyone else it seemed, awoke to the fact that the economy was in recession. Now, a year later, the same Bush administration has been forced to face the same uncomfortable fact of life - that the economy is still in recession.

It is a moot point whether today's recession is the one belatedly recognised by policymakers a year ago. The "double-dipper" awoke the economy enjoyed a brief Gulf war-related recovery in the spring and summer before slipping into a downturn, whereas the headline bears claim the country never pulled out of recession in the first place.

What matters to the bond market is not where the economy has been, but where it is going, and again like the end of 1990, economists are debating whether an upturn will occur.

US MONEY MARKET RATES (%)

	Last Friday	1 week ago	4 weeks ago	12 months ago	12-month High	12-month Low
Fed Funds (weekly average)	4.00	4.00	4.75	11.00	2.00	2.00
Three-month Treasury Bills	3.92	3.76	4.48	8.25	3.75	3.75
Six-month Treasury Bills	3.85	3.70	4.50	7.17	4.50	4.50
30-day Commercial Paper	4.25	4.20	4.95	7.12	4.20	4.20
90-day Commercial Paper	4.50	4.30	5.05	7.25	4.50	4.50

Source: Salomon Brothers (estimated). Money supply: In the week ended December 16, M1 rose by 3.60% to \$202.7bn.

While the fear of inflation may be keeping a lid on price rises at the long end, the reality of present inflation remains highly favourable to the Treasury market.

Over the past 12 months, core inflation as measured by consumer prices has dropped from more than 6 per cent to below 3 per cent, an achievement the Fed would probably be prouder of were it not for the fact that many of its critics argue that the Fed's over-eagerness to tackle inflation deepened and lengthened the course of the current recession.

All the credit for reducing inflation this year cannot be claimed by the Fed, however, because one of the chief forces in driving down inflation has been lower oil prices.

At the start of this year few could have guessed how low oil prices would be by the year-end, but a swift conclusion to the Gulf war without serious disruption to oil production sent oil prices tumbling in the first quarter, from which they never really recovered.

Moreover, the fact that Kuwait has recently said it wanted to increase its oil output suggests prices will remain low in the coming months.

With the likelihood of further easing by the Fed and continued weakness in the economy ahead, the yield on the long bond should fall from its current level of 7.5 per cent to 7 per cent before the first half of next year is out.

Patrick Harverson

Canadian forest products stock stage recovery

By Robert Gibbons in Montreal

THE US Federal Reserve's full-point cut in discount rates has halted a long and unnerving slide in Canadian forest products stocks.

The Toronto Stock Exchange forest products index last spring was up 15 per cent from December 31 1990, reflecting hopes for recovery with a strengthening of US economy. About 75 per cent of Canada's huge timber and pulp and paper output is exported to the US.

However, by the summer the US recovery was faltering. The new housing market pattered out, bringing a setback in timber prices and advertising weakened sluggish, which weakened the newsprint market still further.

For the whole of 1991 US newsprint consumption will have dropped 7 per cent.

The TSE index by the end of November was down nearly 5 per cent from December 31 1990, as investors lost impatience fearing a double-dip recession in the US.

However, the dramatic full-point cut in discount rates followed by sharply lower prime lending rates, brought US buyers back to US forest products stocks.

On Friday, the buying spilled over into Canadian forest products stocks and the TSE index made a gain of about 7 per cent on the week.

Clearly many sophisticated investors think that a revival in US housing and in newspaper advertising will finally occur in 1992, an election year, bringing a long-awaited turnaround in Canadian pulp and paper companies' fortunes.

Analysts estimate that the total Canadian industry, both private and publicly held, will show collective losses of about C\$2bn (£\$1.25bn) for the whole of 1991.

Other factors may help. The Mulroney government in Ottawa has eased interest rates lower, allowing the Canadian dollar to drop from a peak of 88 US cents this autumn to just above 86 US cents.

Each one-cent drop in the Canadian dollar means about C\$10m in profit for a large Canadian forest products exporter such as Domtar.

FT/AISB INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Issued by Country

Closing prices on December 27

Issued by Country

Closing prices on December 27

Issued by Country

Closing prices on December 27

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Closing prices on December 27

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THE WEEK AHEAD

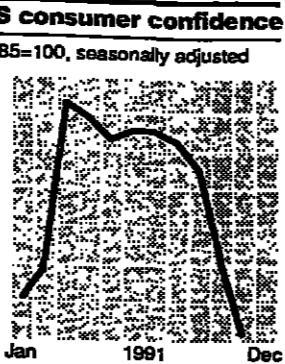
ECONOMICS

Search for clues on whether the US recession has double dipped

THIS week, financial market trading and economic news should continue to be on the thin side as world markets shut down for the New Year holiday on Wednesday.

However, it should be a week for plenty of analysis about the shape of the global economy in 1992. As the fourth quarter 1991 data started to come through, economists began to judge that the major economies were converging upon significantly lower levels of activity, with the two "locomotives", Japan and Germany, entering slowdowns. Japan's gross national product could rise by only 2.2 per cent in 1992, while high interest rates could produce zero growth in Germany.

There is a smattering of US data: existing and new sales, November leading indicators, December consumer confidence which should all give clues as to whether the economy has, as feared, gone into a double-dip recession. If the indicators continue to be bad – though last week, the jobless claims figures were



slightly better-than-expected – then a fiscal package to stimulate the economy in 1992 might be extensive. Backdated tax breaks are being mooted, though it is clear there will be plenty of debate between President Bush and Congress as to the package's measures.

In the UK, all eyes will again be on the pound which last week fell and in the week before the Christmas holiday markets closed except foreign exchange. US November leading indicators (down 0.3 per cent), December con-

sumer confidence (50.1 per cent), November new home sales (0.9 per cent), December National Association of Purchasing Managers index, December agricultural prices.

Wednesday: World, New Year's Day, markets closed.

Thursday: Japan, markets closed through January 3 for year-end holiday. Germany, Fed Bond consortium meets to set terms of new Unity Bond. US, December NAPM index (48.5 per cent), US, November construction spending (down 0.5 per cent), December 11-20 auto sales (5.9 per cent), initial claims for jobless ended December 21 (463,000).

Friday: US, November factory goods orders (0.6 per cent), factory goods shipments, 3rd quarter non-farm productivity (revised), US, money supply, UK, December official reserves (\$250m), Canada, November industrial product price index.

During the week: Germany, October producer prices index, east, cost of living, December con-

ference By Rachel Johnson

DIVIDEND & INTEREST PAYMENTS

■ TODAY

Alexander Higgs 8½% Cm. Pl. 3.32pc
Brake 1.65p
Carron 1.65p
Forward Grp 1p
Lawson Mardon Class A St. Vtg. 10cts
Lex Corp 8½% Cm. Pl. 2.75pc
Lom. & Assoc. Int. 0.05pc
Milk Mkt Board Ftg. Rate Nts. 1993 £131.54
Murray Split Cap. Tst. Units 25p
D. 2.55p
Narborough Plantations 20% Cm. Pl. 1p
Norfolk Hydro 9½% Bd. 1992/98 3½pc
NTT 0.4%
Thomson (Thoms) 8½% Un. Ln. 1985/95
UK Ftg. Rate Nts. 1998 £132.71

■ TOMORROW

AMEC 4pc
Do. 15% Un. Ln. 1992 7/2pc

Abrust Preferred Inc. Inv. Tst. 5.6125pc

African Dev. Bk. St. Flg. Rate Nts. 1993 5.33pc

Albright & Wilson 8% Bd. 1987/92 4pc

Alexander & Alexander 25cts.

Altair Prop. 10% 1st Mtg. Ds. 2028 5.5% pc

Alied-Lyons 11½% Bd. 2008 5½pc

Alnart London Prop. 7½% 1st Mtg. Ds. 1995/98 3.5% pc

Antofagasta 3% Cm. Pl. 1.75pc

Do Chile & Bolivia Rail 4% Perp. Ds. 2pc

Argitron Sec. 9½% Cm. Rd. Pl. 2008 4½pc

Asda Prop. 5½% Cm. Rd. Pl. 2.9825pc

Aspray 6½% Cm. Pl. 2.275pc

Assoc. Leisure 7½% Un. Ln. 1989/

24 3½pc

Avdel 10½% Un. Ln. 1990/98 5½pc

Avon Rubber 4.9% Cm. Pl. 2.45pc

BID 1.2% Cm. Pl. 1990/95 4.5% pc

BOC 4.55% Cm. Pl. 2.275pc

Do 2.8% Cm. 2nd Pl. 1.4pc

Do 3.5% Cm. 2nd Pl. 1.75pc

Do 0.7% Cm. Pl. 1pc

Do 12½% Un. Ln. 1992/98 4½pc

Do 12½% Un. Ln. 1993/98 5½pc

Do 12½% Un. Ln. 1994/99 5½pc

Do 12½% Un. Ln. 1995/98 5½pc

Do 12½% Un. Ln. 1996/99 5½pc

Do 12½% Un. Ln. 1997/99 5½pc

Do 12½% Un. Ln. 1998/99 5½pc

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Do 12½% Un. Ln. 2012/13 5½pc

Do 12½% Un. Ln. 2013/14 5½pc

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Do 12½% Un. Ln. 2020/21 5½pc

Do 12½% Un. Ln. 2021/22 5½pc

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Do 12½% Un. Ln. 2025/26 5½pc

Do 12½% Un. Ln. 2026/27 5½pc

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Do 12½% Un. Ln. 2078/79 5½pc

Do 12

WORLD STOCK MARKETS

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FT MANAGED FUNDS SERVICE

CURRENCIES, MONEY AND CAPITAL MARKETS

MONEY MARKETS

Pressure on sterling

STERLING could face a difficult time over the next few weeks as more bad news about the UK economy at the weekend, a Mori opinion poll in yesterday's Sunday Times giving Labour a six-point lead against the government, and calls from some Conservative backbenchers for devaluing the pound in the

UK sterling bank base lending rate 7.95 per cent from September 4 1991

European Monetary System.

At the end of last week, the pound was extremely close to its floor in the EMS exchange rate mechanism, reflecting its vulnerability in the wake of interest rate rises in Germany, France, Italy and Spain. The UK is alone in the EMS exchange rate mechanism not to have raised interest rates in response to the Bundesbank's pre-Christmas decision to tighten German monetary policy against inflation.

A further test of sterling may come today as foreign

exchange market activity generally picks up just before the new year. City analysts believe the authorities' first reaction to downward pressure on the pound will be to use the UK's currency reserves in its support. Increasing bank base rates from the current 10.5 per cent is regarded as very much a last resort because of the damage it would do to the government's hopes for re-election.

By the end of last week, there were increased hopes among money market traders that the government could avoid an interest rate rise. On Friday, the three-month interbank rate - a bellwether for base rates - eased slightly to drop beneath 11 per cent.

The Bank of England did not intervene on Friday to keep the pound away from its floor in the EMS despite the fact that its effective ERM floor of around DM2.83/1.

The pound later closed at DM2.8475, in fairly active trading and lost 0.2 to close at 91.7 on its Bank of England trade-weighted index against a basket of currencies.

C IN NEW YORK

Dec 27	Close	Previous Close
1 Spot	1.0725-1.0745	1.0682-1.0645
1 month	0.95-0.9550	0.9450-0.9400
3 months	2.97-2.9950	3.00-3.0050
12 months	11.18-11.1950	11.18-11.1950

Forward premiums and discounts apply to the US dollar

STERLING INDEX

Dec 27	Previous
8.30	90
9.05	91.8
10.00	91.8
11.00	91.7
12.00	91.7
1.00	91.7
2.00	91.7
3.00	91.7
4.00	91.7

OTHER CURRENCIES

Dec 27	\$	£
1 Spot	1.0725-1.0745	1.0682-1.0645
1 month	0.95-0.9550	0.9450-0.9400
3 months	2.97-2.9950	3.00-3.0050
12 months	11.18-11.1950	11.18-11.1950

Forward premiums and discounts apply to the US dollar

Average 1985-1990. *Spot rates are for Dec 26

CURRENCY MOVEMENTS

Dec 27	Bank of England	Marginal Interest Rate	% Change
Sterling	91.7	-0.1	-0.1
US Dollar	105.0	-0.1	-0.1
Canadian Dollar	107.0	-0.1	-0.1
Euro	112.0	-0.1	-0.1
Swiss Franc	112.0	-0.1	-0.1
Austrian Schilling	112.0	-0.1	-0.1
D-Mark	112.0	-0.1	-0.1
Sales Franc	112.0	-0.1	-0.1
French Franc	112.0	-0.1	-0.1
Yen	109.3	-0.1	-0.1
DM	109.3	-0.1	-0.1
Italian Lira	109.3	-0.1	-0.1
French Franc	109.3	-0.1	-0.1
Yen	109.3	-0.1	-0.1
DM	109.3	-0.1	-0.1
Italian Lira	109.3	-0.1	-0.1
French Franc	109.3	-0.1	-0.1
Yen	109.3	-0.1	-0.1
DM	109.3	-0.1	-0.1

Margin interest rates are based on latest figures available

Average 1985-1990. *Spot rates are for Dec 26

Forward premiums and discounts apply to the US dollar

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LONDON SHARE SERVICE

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

FINANCIAL TIMES MONDAY DECEMBER 30 1991

FINCIAT 742

NYSE COMPOSITE PRICES

Continued from previous page																													
1981 High	Low	Stock	Div.	% E	1980 High	Chg's		1981 High	Low	Stock	Div.	% E	1980 High		Chg's		1981 High	Low	Stock	Div.	% E	1980 High		Chg's					
						Yld.	P/	Stk	Close	Prev.	Yld.	P/	Stk	Close	Yld.	P/	Stk	Close	Prev.	Yld.	P/	Stk	Close	Yld.	P/	Stk			
1614	813	Salek's So	5	5	50	14	135	14	14	+4	6314	981	Tamboura	1.36	2.0	20,200	1,000	14	821	851	+3	2814	2013	Utopia T	1.78	8.3	5,120	2814	+1
372	22	SafetyKin	0.32	1.3	24,544	241	24	24	24	+4	1514	841	Tandem	0.30	2.0	20,200	1,000	12	114	122	+2	2814	2513	Utopic244	2.44	8.3	6,204	2814	+1
215	115	Safeway	13	13	526	18	17	18	18	+4	2114	102	Tandy	0.80	2.1	11,180	2,000	20	12	12	+2	2814	2013	Utopic244	1.90	5.5	13,355	2814	+1
442	23	SawyerWes	0.20	0.7	40	53	30	30	30	+4	4114	311	Taco Corp	1.72	4.2	16,170	1,041	40	14	14	+4	2814	2513	Taco Energ	1.72	4.2	16,170	2814	+1
355	26	SawPaper	1.65	5.0	13	33	33	33	33	+4	1214	161	Teltronics	0.60	3.3	11,620	1,000	18	18	18	+4	2814	2513	Teltronics	0.60	3.3	11,620	2814	+1
744	57	Saw Paul's	2.80	3.7	8	146	701	691	691	+4	1314	131	Telecom C	0.80	4.0	21,010	2,000	19	19	19	+4	2814	2513	Telecom	0.80	4.0	21,010	2814	+1
142	12	Sabat Crp	0.0	0.7	77	25	25	25	25	+4	2414	141	Teladome	1.41	3.7	71,820	3,000	37	37	37	+4	2814	2513	Teladome	1.41	3.7	71,820	2814	+1
734	43	Sabat Man	1.00	1.2	22,240	505	505	505	505	+4	2424	2414	Telair USA	0.80	1.8	10,500	1,000	14	14	14	+4	2814	2513	Telair USA	0.80	1.8	10,500	2814	+1
141	10	Sabean Br	1.81	1.8	257	13	13	13	13	+4	5114	2512	Templaid	0.88	1.8	16,500	2,000	40	21	21	+4	2814	2513	Templaid	0.88	1.8	16,500	2814	+1
303	24	Sabco	2.20	5.1	12	160	45	45	45	+4	2214	1112	TempExch	3.90	16.2	194	21,500	20	21	21	+4	2814	2513	TempExch	3.90	16.2	194	2814	+1
451	37	Sabco	0.20	0.4	15	20	70	70	70	+4	9114	751	TempExch	0.84	8.6	141	9,500	8	9	9	+4	2814	2513	TempExch	0.84	8.6	141	2814	+1
151	22	Sabco	1.85	2.1	17,120	24	24	24	24	+4	4714	1513	TempGIF	1.80	8.6	10,700	2,000	30	30	30	+4	2814	2513	TempGIF	1.80	8.6	10,700	2814	+1
354	25	SabreFiber	2.70	7.9	17	20	24	24	24	+4	2214	1513	Tempex	2.20	11.1	17,200	2,000	19	19	19	+4	2814	2513	Tempex	2.20	11.1	17,200	2814	+1
523	20	Sacred	1.00	1.0	201,541	950	950	950	950	+4	1014	751	Teradyne	0.80	4.0	21,000	2,000	19	19	19	+4	2814	2513	Teradyne	0.80	4.0	21,000	2814	+1
111	1	Sacred Corp	0.30	0.3	1,044	45	45	45	45	+4	4414	2414	TelexUSA	1.41	3.7	71,820	3,000	37	37	37	+4	2814	2513	TelexUSA	1.41	3.7	71,820	2814	+1
72	1	Sacred Corp	0.80	0.8	84.0	15	15	15	15	+4	4424	2414	TelexUSA	1.41	3.7	71,820	3,000	37	37	37	+4	2814	2513	TelexUSA	1.41	3.7	71,820	2814	+1
451	33	Sacred Corp	2.62	5.1	13	261	45	45	45	+4	4424	2414	TelexUSA	1.41	3.7	71,820	3,000	37	37	37	+4	2814	2513	TelexUSA	1.41	3.7	71,820	2814	+1
471	38	Sacred Corp	0.80	0.8	12,120	350	350	350	350	+4	4424	2414	TelexUSA	1.41	3.7	71,820	3,000	37	37	37	+4	2814	2513	TelexUSA	1.41	3.7	71,820	2814	+1
505	40	SacredPr	1.20	2.2	22,220	67	67	67	67	+4	4714	1513	Tempex	0.80	2.1	22,100	1,000	19	19	19	+4	2814	2513	Tempex	0.80	2.1	22,100	2814	+1
742	50	Sabreberger	1.20	1.8	12,120	261	261	261	261	+4	4424	2414	Tempex	0.80	2.1	22,100	1,000	19	19	19	+4	2814	2513	Tempex	0.80	2.1	22,100	2814	+1
251	71	Sabreberger	0.24	0.8	20,911	526	526	526	526	+4	4424	2414	Tempex	0.80	2.1	22,100	1,000	19	19	19	+4	2814	2513	Tempex	0.80	2.1	22,100	2814	+1
813	7	Sabreberger	1.30	1.8	240	55	55	55	55	+4	4424	2414	Tempex	0.80	2.1	22,100	1,000	19	19	19	+4	2814	2513	Tempex	0.80	2.1	22,100	2814	+1
171	112	SachsenAdm	0.16	0.18	88,951	181	181	181	181	+4	1014	751	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
803	8	SachsenAdm	1.00	1.0	11,227	75	75	75	75	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
471	38	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
171	113	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
303	22	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
381	18	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
181	18	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
211	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	20,700	118	118	118	118	+4	4424	2414	Tetra Ind	1.10	24.4	3,200	2,000	19	19	19	+4	2814	2513	Tetra Ind	1.10	24.4	3,200	2814	+1
111	12	SachsenAdm	0.80	0.8	2																								

Owing to problems at Teleskura, some North American prices are temporarily being marked ex-dividend early.

Price data supplied by Teletext.

Owing to problems at Teletext, some North American prices are temporarily being marked ex-dividend early. Sales figures are unofficial. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounting to 25 percent or more has been paid, the year's high-on-range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividend are annual disbursements based on the latest declaration.

a-dividend also x-trials, b-annual rate of dividend plus stock dividend, c-equilating dividend, d-called, d-new yearly low-a-dividend declared or paid in preceding 12 months, g-high dividend in Canadian funds, subject to 15% non-residence tax, i-dividend declared after split-up or stock dividend, j-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting, k-dividend declared or paid this year, a-accumulative issues with dividends in arrears n-new yearly low in the past 52 weeks. The high-low range begins with the start of trading, nd-next day delivery, P/E price-earnings ratio, r-dividend declared or paid in preceding 12 months, plus stock dividend, s-stock split. Dividends begin with date of split, sa-sales, t-dividend paid in stock in preceding 12 months, estimated cash value on ex-dividend or ex-distribution date, u-new yearly high, v-trading halted, w-in bankruptcy or receivership or being reorganized under the Bankruptcy Act or securities assumed by such companies, wd-distributed w-in which issued, wr-with warrants, xz-ex divid and/or ex-right, ad-ex-distribution, xe-without warrants, ve-ex-dividend and/or ex-right.

AMEX COMPOSITE PRICES

Stock	P/				Siz				P/				Siz				P/				Siz				P/					
	Div.	E	100s	High	Low	Close	Chng	Stock	Div.	E	100s	High	Low	Close	Chng	Stock	Div.	E	100s	High	Low	Close	Chng	Stock	Div.	E	100s	High	Low	Close
Accon Corp	0	15	416	416	4	416	-1	CAC Corp	1	162	24	2	21	-1	Hastings	0.24	34	1023	1026	37	38	-1	GM Corp	0.14	7	248	73	71	73	+1
Aer. Expr. A	0.16	11	562	19	18	18	-1	CAMI Corp	0.01	114	3	3	3	-1	Health Cr	12	25	1	1	1	1	-1	P&G Corp	0.44	28	1584	38	38	38	+1
Alcatel Inc	1	128	1	1	1	1	-1	Cominco	0.50	85	12	18	17	-1	Healthwest	2	81	1	1	1	1	-1	Regis B	0.10	7	169	11	11	11	+1
Alliant Tech.	0	220	1	1	1	1	-1	Computerw	12	64	14	13	14	+1	Henco Crp	0.15	12	212	21	21	21	-1	Reparin	6	137	93	91	91	91	+1
Alpha Ind	17	154	25	25	25	25	-1	Cont'l P&A	15	30	3	3	3	-1	Hillhaven	237	212	2	2	2	2	-1	Perf. H&P	0.31	7	2	104	104	104	+1
Am. Crs Co	111	1721	49	47	47	47	+1	Cont'l Air	0	2122	22	4	4	-1	Hornbeam	1	323	1	1	1	1	-1	Philly A	1.10	12	4	28	28	28	+1
Am. Int'l P	0.34	3	413	414	413	413	+1	Corona A	0.10443	102	22	4	4	-1	Hovnanian	11	142	9	9	9	9	-1	Phy. Gem	0.12123	30	82	82	82	82	+1
Am. Mktg Co	0.64	19	215	215	215	215	-1	Corona C	0.40	19	28	22	22	-1	Icon C	0.3	7	733	34	34	34	+1	PMMC	0.10	15	13	92	92	92	+1
Am. Solutn	1.44	8	1712	712	7	712	-1	Crown C	0.40	18	124	21	21	-1	ICG Corp	0.25	8	60	6	5	5	-1	Prestige	0.10	2	178	34	34	34	+1
Am. Unif Co	0.10	20	1821	15	15	15	-1	Crown C	0.40	18	16	16	16	-1	ICM Corp	0	235	1	1	1	1	-1	Pri. Cos	0	235	1	1	1	1	+1
Am. Equip	5	687	25	25	25	25	-1	Cubical	0.53	8	38	14	14	-1	Intelsat	0	25	1	1	1	1	-1	RBBW Co	3	42	31	34	31	34	+1
Am. Indus - A	0.25	25	34	34	34	34	-1	Custamedia	0	42	5	5	5	-1	Intermark	0	259	1	1	1	1	-1	Reader's	2	6	3	3	3	3	+1
Am. Internat	35	273	95	85	85	85	-1	CypressFd	0.36	42	5	5	5	-1	ImTech	0	184	1	1	1	1	-1	Reindeer	4	24	1	1	1	1	+1
Am. Int'l B	31	156	15	15	15	15	-1	Delmed	10	522	1	1	1	-1	Reit.	0	24	1	1	1	1	-1	RICOH	0	24	1	1	1	1	+1
Am. Inv. A	3	152	14	14	14	14	-1	Di Indus	74	136	1	1	1	-1	Reit.	51	1281	14	14	14	14	+1	S&W Corp	1.92	23	19	29	28	28	+1
Am. Inv. B	3	152	14	14	14	14	-1	Diamond	7	70	4	4	4	-1	Reynolds	15	843	10	10	10	10	-1	S&W Shltn	0.82	26	14	14	14	14	+1
Am. Inv. C	35	152	15	15	15	15	-1	Duplex	0.48	20	33	11	11	-1	Rheem	15	47	11	11	11	11	-1	Shari El	13	21	34	34	34	34	+1
Am. Inv. D	0.40	13	1568	174	174	174	-1	ECR Corp	3	646	3	3	3	-1	Reiter	15	47	11	11	11	11	-1	TII Ind	1	63	11	11	11	11	+1
Am. Inv. E	1.80	9	118	84	84	84	-1	Easton Co	0.42	7	66	8	8	-1	Reiter	15	23	35	35	35	35	-1	Tel. Prod	0.40208	29	102	102	102	102	+1
Am. Inv. F	0.03	15	180	54	54	54	-1	Eastgroup	1.86	16	5	12	12	-1	Reiter	15	891	15	15	15	15	-1	Tel & Data	0.30	42	787	34	34	34	+1
Am. Inv. G	0.86	21	443	114	114	114	-1	Echo Bay	0.07	40	1282	6	6	-1	Reiter	15	180	16	15	15	15	-1	Thermodes	78	94	94	94	94	94	+1
Am. Inv. H	0.40	13	1568	174	174	174	-1	Edison	0	351	14	14	14	-1	Lynch Crp	24	12	174	16	16	174	-1	Total Pet	0.80183	25	155	243	243	243	+1
Am. Inv. I	1.05	33	23	23	23	23	-1	Energy Serv	74	2054	1	1	1	-1	Magnacorp	4	176	5	5	5	5	-1	Total Crty	1	421	24	24	24	24	+1
Am. Inv. J	1.55	92	194	194	194	194	-1	Env't Mktg	1	54	1	1	1	-1	Malcor/SC	16	170	5	5	5	5	-1	Tutor Mkt	1	203	8	8	8	8	+1
Am. Inv. K	0.45	18	14	63	63	63	-1	Fab Indus	0.50	13	71	29	29	-1	Macquarie	3	114	30	29	29	29	-1	Unifoods A	3	14	14	14	14	14	+1
Am. Inv. L	0.45	8	115	115	115	115	-1	Fair Inds	1.20	27	2100	89	89	-1	Media A	0.44	72	174	174	174	174	-1	Unifoods B	5	52	14	14	14	14	+1
Am. Inv. M	2.25	56	145	145	145	145	-1	Farm B	0.48	48	4	22	22	-1	Mem Crp	0.40	14	610	16	14	15	-1	Unifoods C	15	11	11	11	11	11	+1
Am. Inv. N	0.22	45	143	143	143	143	-1	Forest Ls	40	1165	41	41	41	-1	Moog A	3	88	74	74	74	74	-1	Unifoods D	22	42	20	20	19	19	+1
Am. Inv. O	0.53	47	57	57	57	57	-1	Frequency	6	11	3	3	3	-1	MSR Corp	3	23	74	74	74	74	-1	Unifoods E	22	42	18	18	18	18	+1
Am. Inv. P	0.45	47	34	23	23	23	-1	Fr. Options	21	687	26	26	26	-1	Nabors	14	303	6	6	6	6	-1	Vivigen	25	44	15	15	15	15	+1
Am. Inv. Q	0.45	47	34	23	23	23	-1	Fwd/Auctr	1.08	133	56	56	56	-1	New Port	1	302	4	4	4	4	-1	Regulus C	1	2	2	2	2	2	+1
Am. Inv. R	0.45	47	34	23	23	23	-1	Gann Fds	0.65	12	326	23	22	-1	New Linc	20	55	16	15	15	15	-1	Regulus S	2	2	2	2	2	2	+1
Am. Inv. S	0.45	47	34	23	23	23	-1	Goldfield	1.20	14	54	54	54	-1	NGK/NOL	0.55	87	215	215	215	215	-1	Westward	0.45	11	278	14	14	14	+1
Am. Inv. T	0.24	47	34	23	23	23	-1	Greenman	0.20	17	71	3	3	-1	Neuse Oil	0.18462	94	19	23	23	23	-1	WIRET	0.45	11	278	14	14	14	+1
Am. Inv. U	41	361	153	153	153	153	-1	Greiner	0.20	17	14	14	14	-1	NRW Ryan	0	338	1	1	1	1	-1	Worthington	0.45	9	184	18	18	18	+1
Am. Inv. V	41	33	153	153	153	153	-1	GRC Corp	0	100	14	14	14	-1	Odebrecht	41	20	51	51	51	51	-1	Xtronix	20	79	15	14	14	14	+1
Am. Inv. W	78	44	34	23	23	23	-1	Gen. Fds	0.40126	100	25	25	25	-1	Orient	0.24	36	21	24	23	24	-1								

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FT SURVEYS

MONDAY INTERVIEW

Wild man goes straight

Carlos Menem, president of Argentina, talks to John Barham

Carlos Saúl Menem is fizzing with energy and enthusiasm these days, and no wonder. For Argentina, the country of which he has been president for the last two and a half years, has proved the world's most unexpected economic success story of 1991. Hyperinflation and political instability – two things with which the country's name was virtually synonymous for the last two decades – have, for now at least, been banished. And the remarkable recovery seems set to continue next year.

Grinning broadly, Mr Menem says: "1992 will be the year of growth and development with stability and liberty that has not existed in Argentina for years. We do not want excessive euphoria, but sober optimism. Still, I see not single cloud on the horizon."

July 1989, the month he took office, seems a distant memory now. Triple-digit inflation, food riots, a mutinous military and the outgoing government in collapse threatened Argentina with political conflagration, only six years after the restoration of democracy.

After a few false starts, Mr Menem has capitalised on terror of hyperinflation to attack the cause of Argentina's decline: he has curbed a corrupt, all-powerful but inept state and replace it with the rudiments of a market economy. For the first time in their lives many Argentines are now experiencing economic growth, low inflation and political stability.

The president's knockout sense of humour, his bizarre appearance, unpresidential private life and unsophisticated manner often lead people to underestimate or patronise him. But his reforms – which he describes as "surgery without anaesthetic" – have required considerable courage and political acumen.

The key was Menem's decision in January to switch Domingo Cavallo, a 44-year-old political independent who had previously served as foreign minister, to the job of economy minister. Cavallo, a Harvard-trained economist, brought a badly-needed sense of direction. He balanced the budget through a ferocious campaign against tax evasion and kept a lid on inflation by deregulating the economy and opening it up to imports. In November prices rose 0.4 per cent, the lowest

and its centre-right allies won convincingly, demonstrated the popularity of free-market reform.

Mr Menem was born in La Rioja, a dirt-poor, rough and tumble province in the far west of Argentina where his father was a wine merchant. His parents were immigrants from a village in what is today Syria. He is proud of his Arab heritage and his family background: "We are descended from the Phoenicians, we are traders and I am the son of a merchant. My father at first was modest, then he grew by selling cheap to sell more, by competing."

He served his political apprenticeship in La Rioja, where his mentors were local political strongmen, masters of patronage and manipulation.

At 33, Mr Menem controlled

the local Peronist party and 10

years later he became provincial governor with the reputation of a fire-breathing populist. His vocal opposition to the 1976-83 military regime twice landed him in an army prison.

Now, aged 56, he has shed his image as the wild man of Peronism. He has trimmed back his once exuberant sideburns and dyed his hair, which is invariably lacquered. His nails are carefully manicured, his teeth suspiciously perfect.

Mr Menem recognises that his political image is flawed: "Go on, say it, people think I am frivolous." If ordinary Argentines support their president's reforms, they are less than happy about his private life. Mr Menem has a weakness for fast cars, attractive women and expensive clothes.

He also has a remarkable ability to play all things to all men, to make (and suddenly break) pacts with a bewildering range of allies. He began his government backed by Bunge y Born, the Argentine grain multinationals, hard-line Peronists and the *Carapintadas*, right-wing army rebels.

Since then he has defanged the Peronist party, the monolithic political movement that cast its shadow over Argentina for the entire post-war period. He broke the power of the unions, cut the influence of Bunge y Born by ejecting a minister nominated from the government, and sent the troops in to crush the *Carapintadas* in 19 hours when they mutinied one morning in 1990. Today, Mr Menem stands virtually alone, beholden to no single group. The Peronist party is little more than an electoral machine, a facade for the blend of pragmatism and self-interest known as Menemism.

This chameleon quality has led to accusations of demagogery, and suggestions that he misled the electorate back in 1989 into expecting a return to full-blooded Peronism. Mr Menem himself insists: "In the campaign I made subliminal references to what I would do." But asked what "Menemism" means, he replies evasively that "it is the same thing as Peronism – a totally modernised and updated Peronism, which is a philosophy of life that is Argentine, human and Christian."

In many ways, Mr Menem is more a *caudillo*, an old-style Latin American, than the modern statesman he claims to have become. He has already announced his intention to amend the constitution to enable him to seek re-election when his term ends in 1993. He has concentrated formidable political power in his hands after eliminating nearly all constitutional checks and balances on the government; the opposition is in disarray, while judicious distribution of favours ensures him a majority in congress.

Mr Menem is used to being called a *caudillo*. "Lies, they are filthy lies. Never has Argentina had such liberty," he retorts almost mechanically. Just as mechanically, he says the battle against corruption will be "taken to the ultimate consequence".

But the government seems incapable of shaking off a reputation for widespread corruption. It has already faced four corruption scandals this year,



"I see no clouds on the horizon"

but has shrunk from aggressively prosecuting alleged offenders. Part of the problem lies with the president, who is gregarious and outgoing and values loyalty; on a number of occasions, he has defended aides staunchly against accusations in the press, before being caught.

Mr Menem is also a temperamental, moody man. Today he is brimming with optimism and confidence. But earlier this year, he sank into a deep depression that worsened during the campaign as inflation temporarily escaped from control and yet more allegations of corruption swept over the government.

He sets great store by a mysterious discipline he calls "mental control" that enables him to sleep only four hours a day. Rather than take a nap during the siesta he says: "I often read the Bible, which I have read twice from cover to cover."

Other favourites include a mix of Greek classics and best sellers. Mr Menem frequently rounds up his friends for a game of football or tennis, or buzzes around in his ultra-light aircraft.

Another frailty in the president's eye is his jealousy of Domingo Cavallo, who is popular and is suspected of harbouring political ambitions of his own.

The coming year will see a phase of consolidation of reforms. The government still lacks the machinery to police a modern, open economy. Menem must rapidly build an efficient, honest and reliable civil service and judiciary. Cavallo plans to restructure Argentina's entire \$60bn commercial bank debt in 1992, eliminating the last big obstacle to stability.

Industry is obsolete and over-stretched. Few of Argentina's car, steel or consumer durables companies can survive in their present shape.

Sound money – a Dutch treat

By Walter Eltis

In 1695 sterling was in crisis. There was a large balance of payments deficit to finance King William III's armies on the continent, and Britain's silver coinage was being clipped away by clippers who gained silver by making the coins smaller. Prices rose sharply and the silver coinage fell so much in value that the gold guinea rose from the customary 21 to 30 silver shillings. William Lowndes, secretary to the Treasury, proposed to reduce the amount of silver the pound sterling represented by 20 per cent. Five shilling silver coins would contain 20 per cent less silver, so the silver in the newly minted coins would come down towards the value of the smaller clipped coins in circulation.

Sir John Somers, Lord Keeper of the Seal, strongly opposed this inflationary Treasury proposal, and the Council, the Cabinet of those days, of which Somers was a prominent member, decided to seek independent economic advice.

When governments look for this today they generally turn to university economists, but in 1695 there was no academic economics. The Council instead invited John Locke, Britain's leading philosopher, Isaac Newton, the leading natural scientist, Christopher Wren, the leading architect, and five others to submit memoranda. Newton accepted the Treasury's argument that there should be a reduction in the amount of silver in the coins that made up a pound sterling to match the inflation that had already occurred, because otherwise it would be too difficult for British producers to compete internationally. Most of the other submissions, including Wren's, were

brief, but Locke responded with a distinguished and detailed pamphlet, *Further Considerations Concerning Raising the Value of Money* which he published in 1696. He attacked the Treasury's proposal because it would destroy the integrity of contracts and be the first step on a slippery slope which might in time reduce the silver content of the 5 shilling piece to one pennyworth.

The Council advised the Sovereign, and William III, the Dutch prince who had become king of England, decided to take Locke's advice. It was proposed that the official silver content of the pound should remain unchanged and that the currency should be renewed with heavy silver coins with milled edges which no one could clip away. The lighter coins then largely current would cease to be legal tender and have to be exchanged on the basis of their silver weight into the new ones. Those who thought they had a pound sterling with four light 5 shilling crowns might only get back two new heavy official ones worth just 10 shillings.

In 1696, as today, decisions concerning the future of the British currency had to be approved by both houses of parliament. In January parliament insisted that some of those who would lose because their light silver coins would no longer be legal tender should be compensated. The House of Commons decided to allow silver coins, however light, to be accepted at their full face value in payments made to government until May 4. Everyone therefore sought to make the silver coins which the Exchequer had to accept as small as possible. Coins were first hammered thin and the outside silver was then cut away and what was left was rushed to the Treasury to meet the deadline. The thin ham-

mered coins, just before the clippers got at them, were described as "broad money", a term with an entirely different meaning today.

The hyperactivity to exploit the Treasury's open back-door by clipping, melting, re-coining and re-clipping is vividly described by Locke: "Methinks the silver does wisely not to come into England at this time where it is like to run a perpetual circle of torment if it stay here. Into the fire it goes at the Exchequer and is not sooner out but it is committed to the mint there to go into the furnace again to be brought to Standard and then to size and then be pressed in the mill. As soon as it get free out of the mint it is either locked up in some Jayors chest from containing abroad or if it peeps out it is sent to one but the thriving company of Coiners and clippers put it again into the fire to be coined with bad company and then to be hammered and cut and so conveyed to the Exchequer to run the same Gentlet again."

The avalanche of light and "narrow" money to the Exchequer represented a large loss to government and the creation of the new coinage was also expensive. The establishment of the Bank of England in 1694 inserted a little paper into the equation but there was a severe economic depression as prices were forced downwards in line with the new heavy coinage. When the sound money policy went on to produce depressed business conditions the £100 a year.

While Locke was dry on

monetary policy he ran a proactive industrial policy, protecting the British woolen industry from Irish competition but seeking nonetheless to give Ireland something by subsidising the start-up of an Irish linen industry. A proposal for legislation to take vagabonds off the streets and set them to work (with three years' enlistment in the Navy if they declined all other employment) rounded off a policy mix that is quite familiar today.

Newton, as Master of the Mint, played a part in the gradual switch of the money used in most transactions from silver to gold. In 1711 he fixed the value of the pound at £3 17s 9d to an ounce of gold and it remained at that value with two wartime departures (which elicited a vast new economic literature with protagonists of the stature of John Maynard Keynes and David Ricardo and the repetition of most of Locke's and Newton's arguments) until Britain finally left the gold standard in 1931.

A price index that Sir Henry Phelps has constructed, based on six commodities, rose by just 29 per cent in the 220 years from 1711 to 1931, so the average inflation rate in these two centuries on the gold standard averaged just 0.1 per cent a year. West Germany, the most successful European Community economy at controlling inflation, has achieved an average annual inflation rate of 3.3 per cent in the last decade and in 220 years that would have raised prices more than 125,000 per cent against the 29 per cent increase under Newton's gold standard. The Dutch king who re-established the integrity of sterling in 1696 therefore set in train a series of monetary developments which served Britain well for two centuries.

Walter Eltis is director-general of the National Economic Development Office.

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday January 11.

Mr Bush and the Churchill syndrome

In 1945, the world watched in astonishment as Britain voted Winston Churchill out of office. How could the Brits show such ingratitude? How could they prefer Clement Attlee, the grey Labour leader, to an heroic world statesman? The answer was very simple. The British were not ungrateful, but they wanted far-reaching social and economic reform and they recognised, correctly, that Churchill was not the man to champion such changes. Labour was more relevant to the post-war aspirations of the British.

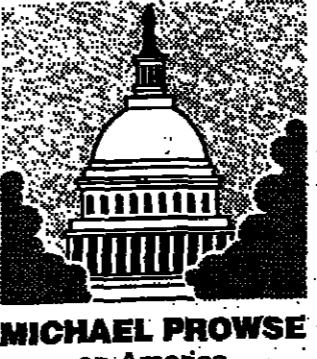
President George Bush is no Winston Churchill. But there are faint parallels between the US's position today and Britain's in the 1940s. The final disintegration of the Soviet Union marks an historic triumph for American foreign policy, comparable in its way with the defeat of Nazism. Yet, as for Britain in the 1940s, the victory is marred by a painful recognition of diminished economic power. The loss of economic confidence is symbolised this week by the arrival of Mr Bush in Tokyo with an entourage of business executives begging for orders.

Allied to economic vulnerability is a growing awareness of the need for domestic reforms. Americans are not seeking the kind introduced in the UK in the 1940s. But polls suggest that people resent the growth of inequality during the 1980s; this is what fuels the demands for middle-income tax cuts.

Mr Menem says a challenge also faces Argentina's business class. "Before it was very easy to be a businessman in Argentina, with subsidies, speculation and protection. This was a country of rich businessmen and poor companies."

Now that the business elite has won the economic reforms it said it always wanted, its ability to survive in an open marketplace is open to doubt.

Mr Menem says "there is now a social market economy. There is deregulation. Companies have all the guarantees for investment. But never again will the state rescue companies. This is a new Argentina we are building. The real revolution is in the attitude of the people."



MICHAEL PROWSE
on America

of staff, in place of the abrasive Mr John Sumner will help. But Mr Bush's interest in domestic affairs is too recent to be credible. As pioneers of social reform, Democrats ought to gain handsomely from the shift of national attention from world to domestic affairs.

In a presidential system, however, everything depends on the quality of the candidates. None of the six Democrats now in the race – Governor Douglas Wilder of Virginia, former Governor Jerry Brown of California, former Senator Paul Tsongas from Massachusetts, Senator Tom Harkin of Iowa, Senator Bob Kerrey from Nebraska and Governor Bill Clinton of Arkansas – is a intellectual sharp. In a decade as governor of Arkansas, he gained a reputation for squeezing the most out of a limited budget. He has worked hard on social reforms, including the overhaul of state education and apprenticeship training.

The pivotal question for the 1992 campaign is whether Mr Bush – the "foreign policy" president – is the right choice given America's changed circumstances. With the external communist threat removed, the big challenges are internal. The US has to find a way of renewing itself economically and socially. It has to save more, share the rewards of growth more fairly, and implement reform in spheres such as education and health care. In a decade, the Republicans have shown scant empathy for leadership in any of these areas. If the electorate focuses on future problems rather than past glories, the relative inexperience of a challenger such as Mr Clinton may not prove much of a handicap. And the Churchill syndrome could claim another victim.

television age, his problem is that he just does not look presidential.

Mr Harkin is a fiery, pin-up Democrat born 60 years too late. If he were to win the nomination, he would probably guarantee a landslide victory for the Republicans. The good-looking Mr Kerrey is not without substance, having proposed a comprehensive health care reform plan. But he plays too heavily on his background as a Vietnam veteran and seems lacking in depth. In a weak field, Mr Clinton appears to be the most substantial candidate. But he has the misfortune of representing a small, undistinguished state and has no foreign policy experience. In other respects, however, he is well placed to challenge Mr Bush.

At 45, he can claim to understand the needs of the baby-boom generation. As a south-serner and economic conservative, he cannot be branded an irresponsible "tax and spend" Democrat and should appeal to disgruntled Republicans. A former Rhodes scholar and Yale Law School graduate, he is intellectually sharp. In a decade as governor of Arkansas, he gained a reputation for squeezing the most out of a limited budget. He has worked hard on social reforms, including the overhaul of state education and apprenticeship training.

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